

Please note: These transcripts are not individually reviewed and approved for accuracy.

BEFORE THE
CALIFORNIA INTEGRATED WASTE MANAGEMENT BOARD

IN THE MATTER OF THE:)
)
DAY ONE OF THE)
 REGULAR MONTHLY BUSINESS)
 MEETING)
)
=====)

DATE AND TIME: TUESDAY, MARCH
25, 1997
 9:30 A.M.

PLACE: 8800 CAL CENTER
DRIVE

 BOARD ROOM
 SACRAMENTO,

CALIFORNIA

REPORTER: BETH C. DRAIN,
RPR, CSR

 CERTIFICATE NO.

7152

BRS FILE NO.: 38844

APPEARANCES

MR. DANIEL G. PENNINGTON, CHAIRMAN
MR. ROBERT C. FRAZEE, VICE CHAIRMAN
MR. WESLEY CHESBRO, MEMBER
MS. JANET GOTCH, MEMBER
MR. PAUL RELIS, MEMBER (NOT PRESENT)
MR. STEVEN R. JONES, MEMBER

STAFF PRESENT

MR. RALPH CHANDLER, CHIEF EXECUTIVE OFFICER
MS. KATHRYN TOBIAS, LEGAL COUNSEL
MS. MARLENE KELLY, BOARD SECRETARY

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1 SACRAMENTO, CALIFORNIA; TUESDAY, MARCH 25, 1997

2 9:30 A.M.

3

4 CHAIRMAN PENNINGTON: GOOD MORNING.

5 WELCOME TO THE MARCH MEETING OF THE CALIFORNIA

6 INTEGRATED WASTE MANAGEMENT BOARD. THIS IS DAY

7 ONE OF TWO DAYS. WOULD THE SECRETARY CALL THE

8 ROLL, PLEASE.

9 BOARD SECRETARY: BOARD MEMBER CHESBRO.

10 BOARD MEMBER CHESBRO: HERE.

11 BOARD SECRETARY: FRAZEE.

12 BOARD MEMBER FRAZEE: HERE.

13 BOARD SECRETARY: GOTCH.

14 BOARD MEMBER GOTCH: HERE.

15 BOARD SECRETARY: JONES.

16 BOARD MEMBER JONES: HERE.

17 BOARD SECRETARY: RELIS. CHAIRMAN

18 PENNINGTON.

19 CHAIRMAN PENNINGTON: HERE.

20 DO ANY MEMBERS HAVE ANY EX PARTES

21 THAT THEY WISH TO BRING TO US THIS MORNING?

22 BOARD MEMBER FRAZEE: NONE OTHER THAN

23 THESE THAT WERE, I THINK, RECEIVED BY ALL OF US, A

24 NUMBER OF LETTERS THAT ARE PART OF THE RECORD THAT

25 CAME IN LATE YESTERDAY: COUNTY OF ORANGE, CITY OF

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1 GLENDORA, COUNTY OF ORANGE AGAIN, AND NEVADA
2 COUNTY. I THINK THESE ARE ALL ADDRESSED TO ALL OF
3 US, AND WE HAVE THEM IN THE RECORD.

4 CHAIRMAN PENNINGTON: OKAY.

5 BOARD MEMBER FRAZEE: CITY OF LAKEWOOD IN
6 THAT CATEGORY ALSO.

7 CHAIRMAN PENNINGTON: OKAY. WE'LL MAKE
8 ALL THOSE PART OF THE RECORD. MR. JONES, DO YOU
9 HAVE ANY?

10 BOARD MEMBER JONES: I'M UP-TO-DATE.

11 CHAIRMAN PENNINGTON: MRS. GOTCH?

12 BOARD MEMBER GOTCH: LET ME ADD SOME MORE
13 TO THE LETTERS THAT I BELIEVE WE'VE ALL RECEIVED
14 JUST IN CASE TO COVER IT: COUNTY OF LOS ANGELES,
15 COUNTY OF COLUSA, KAREN KEENE WITH CSAC, CITY OF
16 FORT BRAGG, CITY OF WALNUT, AND FORWARD INC.,
17 REGARDING STRATEGY NO. 24. THESE ARE ALL
18 REGARDING THE 50-PERCENT ITEMS.

19 BOARD MEMBER CHESBRO: DID YOU GET NEVADA
20 COUNTY?

21 CHAIRMAN PENNINGTON: I THINK MR. FRAZEE
22 DID, YES.

23 BOARD MEMBER FRAZEE: AND WE HAVE CITY OF
24 ARCADIA, I THINK, TOO THAT WE DIDN'T MENTION.

25 BOARD MEMBER GOTCH: OKAY.

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1 CHAIRMAN PENNINGTON: OKAY. MR. CHESBRO,
2 DO YOU HAVE ANY? WE'LL MAKE THOSE ALL PART OF THE
3 RECORD AND ANY OTHERS WHICH WE MAY HAVE GOTTEN.
4 ALSO, I MUST SAY THAT I DID RECEIVE A LETTER FROM
5 A MR. BRASSO WITH FORWARD INC. HE ASKED THAT
6 HIS -- THAT HE'D BE ABSENT, THAT HE SAID HE'D BE
7 ABSENT TODAY AND THAT THE BOARD ENTER HIS LETTER
8 INTO THE RECORD. I THINK MRS. GOTCH JUST DID
9 THAT.

10 SPEAKER REQUEST FORMS ARE IN THE
11 BACK. IF ANYBODY WISHES TO ADDRESS THE BOARD ON
12 ANY ITEM, PLEASE FILL ONE OUT AND BRING IT TO MS.
13 KELLY, WHO WILL BRING IT TO ME AND WE'LL MAKE SURE
14 THAT YOU GET ON THE -- ON TO SPEAK ABOUT ANY ITEM
15 THAT YOU HAVE.

16 LIKE TO ALSO POINT OUT THAT THERE
17 ARE COPIES OF A MATRIX IN THE -- ON THE
18 COMMITTEES' RECOMMENDATIONS CONCERNING THE
19 50-PERCENT AGENDA ITEM. I BELIEVE THEY'RE BACK
20 THERE ALSO. THE MATRIX WILL FACILITATE TODAY'S
21 MEETING, AND WE'LL BE USING THE MATRIX IN OUR
22 DISCUSSION HERE.

23 THE FIRST ITEM WE WILL HEAR TODAY
24 WILL BE A MAJOR PART OF THE BOARD'S 1997 STRATEGIC
25 PLAN, OUR GOAL FOR THE NEXT SEVERAL YEARS. THIS

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1 GOAL WILL PROVIDE THE FRAMEWORK FOR DEVELOPMENT OF
2 KEY AREAS OF POLICY AND PROGRAM FOCUS TO
3 ACCOMPLISH OUR MISSION AND REALIZE OUR VISION FOR
4 THE 21ST CENTURY.

5 FOLLOWING, WE WILL HAVE PRESENTA-
6 TIONS ON A NUMBER OF STRATEGIES DEVELOPED AS A
7 RESULT OF THE BOARD'S 50-PERCENT INITIATIVE. THIS
8 EFFORT GATHERS INPUT FROM INTERESTED PARTIES TO
9 ENHANCE EXISTING ACTIVITIES AND IMPLEMENT NEW
10 ACTIVITIES WHICH WILL FOCUS THE BOARD'S WORK TO
11 LEAD THE WAY TO MEET THE 50-PERCENT DIVERSION
12 MANDATE.

13 THE BOARD RECEIVED MANY IDEAS, BOTH
14 EXTERNAL AND INTERNAL. AND THANKS TO THE HARD
15 WORK OF THE BOARD'S 50-PERCENT INITIATIVE TEAM AND
16 EACH OF THE BOARD'S COMMITTEES, WE NOW HAVE BEFORE
17 US A PARED DOWN LIST OF STRATEGIES FOR BOARD
18 CONSIDERATION.

19 FOLLOWING THE COMPLETION OF AGENDA
20 ITEMS 1 AND 2, I WOULD LIKE TO TAKE A FEW MINUTES
21 TO PROPOSE A PROCESS FOR THE BOARD TO FOLLOW IN
22 HEARING THE 50-PERCENT INITIATIVE STRATEGIES.

23 WE'LL MOVE ON, FIRST, TO ITEM NO. 1,
24 WHICH IS CONSIDERATION OF THE GOALS ELEMENTS OF
25 THE CALIFORNIA INTEGRATED WASTE MANAGEMENT BOARD'S

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1 1997 STRATEGIC PLAN. SUSAN PEDERSEN. RALPH.

2 MR. CHANDLER: YEAH, I'LL ACTUALLY MAKE A
3 FEW REMARKS. THANK YOU, MR. CHAIRMAN, AND GOOD
4 MORNING, MEMBERS. THE ITEM BEFORE YOU TODAY
5 PRESENTS A DRAFT SET OF GOALS, ONE OF THE MOST
6 CRITICAL ELEMENTS OF THE STRATEGIC PLANNING
7 PROCESS. RECOGNIZING THAT THE BROADER ELEMENTS OF
8 VISION, MISSION, AND VALUES WERE ADOPTED AT THE
9 BOARD'S FEBRUARY MEETING, THE GOAL DEVELOPMENT
10 PROCESS NOW FURTHERS THE FOCUS OF OUR ACTIONS
11 TOWARDS MORE CLEARLY DEFINED PURPOSES.

12 WITHIN THE SCOPE OF THE MISSION AND
13 UTILIZING THE INTERNAL/EXTERNAL ASSESSMENT, THESE
14 GOALS SPECIFY WHERE THE BOARD DESIRES TO BE IN THE
15 FUTURE. THESE ISSUE-ORIENTED STATEMENTS BEFORE
16 YOU TODAY REFLECT THE REALISTIC PRIORITIES OF OUR
17 ORGANIZATION. AGAIN, FOCAL AREAS FOR THE PLAN
18 HAVE BEEN DRAWN FROM THE BOARD'S INTERNAL AND
19 EXTERNAL ASSESSMENT INITIATIVES AND PROGRAM PLANS
20 INCLUDING THE FOLLOWING: THE MARKET DEVELOPMENT
21 PLAN, GETTING TO 50 PERCENT INITIATIVE, THE WASTE
22 PREVENTION PLAN, THE PERMITTING AND ENFORCEMENT
23 DIVISION'S OTHER 50-PERCENT INITIATIVE, THE
BUDGET

24 REVIEW PROCESS, THE ASSESSMENT OF TIRE FUND
25 ALLOCATIONS, THE PROGRAM INTEGRATION PLAN, AND

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1 OTHERS. THESE PLANNING EFFORTS WILL CONTINUE TO
2 ASSIST IN ASSURING THAT OUR STRATEGIC PLAN HAS
3 CONSIDERED ALL NEEDS AND PROGRAM AREAS.

4 AS I'VE MENTIONED BEFORE, THE
5 GOVERNOR IS REQUIRING THAT THE BUDGET PROCESS BE
6 LINKED TO STRATEGIC PLANS BEGINNING WITH FISCAL
7 YEAR 1998-99; THEREFORE, IT IS EQUALLY AS CRITICAL
8 THAT THIS STRATEGIC PLANNING PROCESS BE AS COMPRE-
9 HENSIVE AS POSSIBLE.

10 IN FURTHER DEFINING THE BOARD'S
11 PURPOSE, THE OBJECTIVES, STRATEGIES, AND
12 PERFORMANCE MEASURES WILL LEND FURTHER
13 CLARIFICATION AND SPECIFICITY TO THIS PROCESS.
14 THESE ELEMENTS WILL BE BROUGHT FORWARD FOR THE
15 BOARD'S CONSIDERATION IN THE NEAR FUTURE.

16 SO WITH THAT, I'D LIKE TO TURN IT
ON
17 OVER TO SUSAN PEDERSEN, WHO WILL MAKE A FEW
18 REMARKS AND WE'LL MOVE INTO THE STAFF
19 PRESENTATION.

20 MS. PEDERSEN: YES, GOOD MORNING. I
JUST
21 WANTED TO SAY I DON'T REALLY HAVE A LOT TO ADD TO
22 WHAT RALPH SAID THIS MORNING TO SET THE CONTEXT,
23 AND I'D LIKE TO TURN THE PRESENTATION OVER TO
24 RUBIA PACKARD WITH THE STRATEGIC PLANNING TEAM

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AND

25 THE POLICY AND ANALYSIS OFFICE.

1 MS. PACKARD: THANK YOU, SUSAN. GOOD
2 MORNING, MR. CHAIRMAN AND BOARD MEMBERS. MY NAME
3 IS RUBIA PACKARD FROM THE POLICY AND ANALYSIS
4 OFFICE, AND I'M THE MEMBER OF THE CORE STRATEGIC
5 PLANNING TEAM THAT HAS BEEN WORKING ON PREPARING
6 ALL OF THE ELEMENTS OF THE STRATEGIC PLAN FOR YOUR
7 CONSIDERATION. I'M HERE TODAY TO PRESENT AGENDA
8 ITEM 1, CONSIDERATION OF THE GOAL ELEMENT OF THE
9 BOARD'S 1997 STRATEGIC PLAN.

10 LAST MONTH STAFF BROUGHT FORWARD TO
11 YOU A MISSION, VISION, AND VALUE STATEMENTS FOR
12 CONSIDERATION. THOSE WERE ADOPTED BY YOU AND ARE
13 INCLUDED IN YOUR AGENDA ITEM AS ATTACHMENT A.

14 THE BOARD'S STRATEGIC PLANNING TEAM,
15 BOTH THE CORE TEAM AND THE LARGER TEAM COMPOSED OF
16 THE CORE TEAM PLUS MEMBERS OF EXECUTIVE STAFF AND
17 BOARD MEMBER ADVISORS, ARE CONTINUING TO WORK ON
18 ALL OF THE ELEMENTS OF THE 1997 PLAN IN ORDER TO
19 MEET AGENCY DEADLINE OF APRIL 15TH AND THE
20 GOVERNOR'S DEADLINE OF JULY 1ST, 1997.

21 THE DRAFT GOALS THAT WE ARE
22 PRESENTING TODAY WERE DEVELOPED BY THE CORE TEAM
23 ALONG WITH THE LARGER STRATEGIC PLANNING TEAM WITH
24 REPRESENTATION FROM EXECUTIVE STAFF AND BOARD
25 MEMBER ADVISORS.

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1 FOLLOWING ACTION ON THE GOALS TODAY,
2 THE TEAMS, THE CORE TEAM AND THE LARGER STRATEGIC
3 PLANNING TEAM, WILL CONTINUE TO WORK ON DRAFT
4 OBJECTIVES, STRATEGIES, AND PERFORMANCE MEASURES,
5 WHICH WE HOPE TO BRING TO THE BOARD IN APRIL.

6 THOSE ELEMENTS WILL BE DEVELOPED
7 THROUGH DIVISION LEVEL WORKING TEAMS LED BY DEPUTY
8 DIRECTORS WITH PARTICIPATION, AGAIN, FROM BOARD
9 MEMBER ADVISORS AND STAFF. THE REMAINING ELEMENTS
10 TO BE DRAFTED FOR THE BOARD'S INTERNAL USE, THAT
11 WILL BE PART OF THE BOARD'S STRATEGIC PLAN, WILL
12 BE SPECIFIC ACTION PLANS AND MONITORING AND
13 EVALUATION PLAN, AND THOSE WILL BE BROUGHT FORWARD
14 TO THE BOARD LATER ON THIS SUMMER.

15 BEFORE WE GO INTO THE TWO OPTIONS
16 FOR THE GOALS TODAY, I'D LIKE TO BRIEFLY RECAP THE
17 DEFINITIONS OF THE STRATEGIC PLAN ELEMENTS. WE
18 PROVIDED THESE TO YOU LAST MONTH, BUT I'D LIKE TO
19 GO OVER THEM REAL BRIEFLY AGAIN. THEY BEGIN ON
20 PAGE 3 OF YOUR AGENDA ITEM.

21 AND JUST TO RECAP, THE MISSION
22 STATEMENT, WHICH IS WHERE WE ARE RIGHT NOW AND
23 WHAT WE DO NOW, WAS DRAFTED AND ADOPTED LAST
24 MONTH, AS WERE THE VALUES, WHICH IS HOW WE WORK
25 WITH EACH OTHER, AND THE VISION STATEMENT, WHICH

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1 IS OUR VISION OF WHERE WE WANT TO BE IN THE FUTURE
2 AS AN ORGANIZATION.

3 TODAY WE WILL BE TALKING ABOUT THE
4 GOALS WHICH ARE ISSUE-ORIENTED STATEMENTS THAT
5 REFLECT THE REALISTIC PRIORITIES OF THE
6 ORGANIZATION AND THAT CHART THE FUTURE DIRECTION
7 OF THE ORGANIZATION BY FOCUSING ITS ACTIONS TOWARD
8 CLEARLY DEFINED PURPOSES AND POLICY INTENTION.
9 WITHIN THE SCOPE OF THE MISSION, GOALS MOVE THE
10 ORGANIZATION TOWARD THE REALIZATION OF ITS VISION.

11 OBJECTIVES ARE SPECIFIC AND
12 MEASURABLE TARGETS FOR THE ACCOMPLISHMENT OF A
13 GOAL. THEY MARK INTERIM STEPS TOWARD ACHIEVEMENT
14 OF THE MISSION AND GOALS. THEY ARE ACHIEVABLE,
15 MEASURABLE, AND SET THE DIRECTION FOR STRATEGIES
16 AND ACTION PLANS.

17 STRATEGIES ARE SPECIFIC COURSES OF
18 ACTIONS, AND WE THINK OF THEM AS THE ACTIVITIES
19 THAT WE'LL BE INVOLVED IN DAY TO DAY THAT WILL BE
20 UNDERTAKEN BY THE ORGANIZATION TO ACCOMPLISH ITS
21 GOALS AND OBJECTIVES. STRATEGIES ARE ACTION
22 ORIENTED RATHER THAN PROCEDURAL IN NATURE AND ARE
23 DIRECTLY LINKED TO OUTPUT AND OUTCOME MEASURES.

24 ACTION PLANS ARE THE SPECIFIC WORK
25 PLANS THAT WILL BE USED TO ACCOMPLISH THE

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1 ORGANIZATION'S GOALS, OBJECTIVES, AND STRATEGIES.
2 AND AS WE DEVELOP ALL OF THOSE, WE WILL ALSO BE
3 DEVELOPING PERFORMANCE MEASURES WHICH INDICATE
4 WHAT RESULTS WE HAVE ACHIEVED WITH THE WORK WE ARE
5 PERFORMING.

6 PERFORMANCE MEASURES DESCRIBE IN
7 BOTH QUANTIFIABLE AND QUALITATIVE TERMS HOW WELL
8 THE ACTIVITIES AND PROCESSES WITHIN OUR
9 ORGANIZATION ARE ACHIEVING SPECIFIC GOALS AND
10 OBJECTIVES AND STRATEGIES. MEASURES ARE THE MOST
11 EFFECTIVE MEANS TO OBTAIN AND UNDERSTAND
12 PERFORMANCE FEEDBACK.

13 LASTLY, WE'LL BE PREPARING A
14 MONITORING AND EVALUATION PLAN, AND WE WILL USE
15 THIS TO REGULARLY MEASURE AND EVALUATE THE
16 EFFECTIVENESS OF OUR PERFORMANCE RESULTS RELATIVE
17 TO THE STRATEGIC PLAN.

18 THERE ARE TWO OPTIONS BEFORE THE
19 BOARD TODAY. THE FIRST OPTION IS ON PAGE 5 OF
20 YOUR AGENDA ITEM -- BEGINS ON PAGE 5 OF YOUR
21 AGENDA ITEM. THE FIRST OPTION IS A SET OF THREE
22 GOALS.

23 THE FIRST GOAL IS TO ENSURE THAT OUR
24 CUSTOMERS REACH AND MAINTAIN CALIFORNIA'S
25 50-PERCENT MANDATE. THIS GOAL IS INTENDED TO

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1 ENCOMPASS THE TOOLS AND METHODS THAT THE BOARD
2 IMPLEMENTS OR USES TO ASSIST LOCAL JURISDICTIONS
3 IN REACHING THE 50-PERCENT DIVERSION MANDATE. THE
4 KINDS OF THINGS THAT ARE INCLUDED HERE ARE
5 ASSISTANCE TO LOCAL JURISDICTION, TRAINING AND
6 DEVELOPMENT TRAINING AND TECHNICAL ASSISTANCE,
7 REGULATIONS DEVELOPMENT, DATA MANAGEMENT,
8 FINANCIAL ASSISTANCE, IN ADDITION TO OTHER AREAS
9 THAT THE BOARD DEALS WITH.

10 THE INTENT BEHIND THIS GOAL IS TO
11 CHANGE HOW WASTE IS MANAGED, NOT JUST FOR THE
12 PURPOSE OF MEETING THE 50-PERCENT MANDATE, BUT AS
13 A PERMANENT CULTURAL CHANGE, ENABLING US TO
14 MAINTAIN AND PERHAPS EXCEED THE 50-PERCENT TARGET.
15 POSSIBLE EXAMPLES FOR STAFF FOCUS IN THE DEVELOP-
16 MENT OF OBJECTIVES UNDER A GOAL STRUCTURED THIS
17 WAY INCLUDES AREAS SUCH AS THE DEVELOPMENT OF
18 SUSTAINABLE MARKETS FOR RECOVERED MATERIALS, WASTE
19 PREVENTION AND RESOURCE CONSERVATION PRACTICES
20 THAT REDUCE THE GENERATION OF SOLID WASTE AND
21 INCREASE THE EFFICIENT USE OF MATERIALS, AND
22 PROGRAM ASSISTANCE TO LOCAL JURISDICTIONS.
23 EDUCATION AND OUTREACH EFFORTS COULD ALSO BE
24 TARGETED UNDER THIS GOAL.

25 THE SECOND GOAL, TO ENSURE

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1 COMPLIANCE WITH WASTE MANAGEMENT STATUTES AND
2 REGULATIONS TO MAXIMIZE PROTECTION OF PUBLIC
3 HEALTH AND SAFETY AND THE ENVIRONMENT. THIS GOAL
4 IS INTENDED TO ADDRESS ACTIVITIES THAT SUPPORT THE
5 BASIC ENVIRONMENTAL PROTECTION STATUTES AND
6 REGULATIONS THAT GOVERN THE BOARD'S OVERSIGHT OF
7 WASTE AND RECOVERED MATERIALS FACILITIES
8 THROUGHOUT THE STATE. THIS GOAL CAN ALSO
9 ENCOMPASS TECHNICAL AND FINANCIAL ASSISTANCE,
10 TRAINING, REGULATORY DEVELOPMENT, AND EDUCATION.

11 SOME POSSIBLE AREAS FOR STAFF FOCUS
12 IN THE DEVELOPMENT OF OBJECTIVES TO REACH THIS
13 GOAL INCLUDE ACTIVITIES SUCH AS ENSURING
14 GEOGRAPHICALLY SUFFICIENT LANDFILL CAPACITY,
15 EFFORTS TO CLEAN UP AND PREVENT POLLUTION FROM
16 IMPROPERLY MANAGED WASTE, AND TRAINING TO ENHANCE
17 BOARD STAFF AND LOCAL ENFORCEMENT AGENCY
18 PERFORMANCE IN SUPPORT OF STATE MINIMUM STANDARDS.

19 THE THIRD GOAL IS TO MEET THE NEEDS
20 OF INTERNAL AND EXTERNAL CUSTOMERS THROUGH
21 CONTINUOUS QUALITY IMPROVEMENT AND INTEGRATION OF
22 OUR EFFORTS. THIS GOAL IS INTENDED TO ADDRESS THE
23 TOOLS AND METHODS NECESSARY TO SATISFY THE BOARD'S
24 PLEDGE TO MAINTAIN A CUSTOMER FOCUS IN OUR WORK
25 AND TO PURSUE OUR BOARD PRIORITIES THROUGH

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1 CROSS-FUNCTIONAL EFFORTS BOTH INTERNALLY AND
2 EXTERNALLY, AND TO SUPPORT THE BOARD'S COMMITMENT
3 TO CONTINUALLY SEEK TO IMPROVE OUR WORK PRODUCTS.

4 POSSIBLE EXAMPLES FOR STAFF FOCUS IN
5 THIS AREA AS WE DEVELOP OBJECTIVES COULD INCLUDE
6 THINGS SUCH AS TRAINING TO ENHANCE
7 CROSS-FUNCTIONAL BOARD, STAFF, AND EXTERNAL
8 CUSTOMER JOB PERFORMANCE, DEVELOPMENT OF
9 INTEGRATED DATABASES TO SATISFY INTERNAL AND
10 EXTERNAL INFORMATION DISSEMINATION NEEDS, AND
11 DEVELOPMENT OF PROCESSES TO ENSURE QUALITY CONTROL
12 OF BOARD WORK PRODUCTS.

13 THAT'S OPTION 1, THE THREE GOALS
14 CONTAINED IN OPTION 1.

15 THE SECOND OPTION CONTAINS FIVE
16 GOALS, AND I'D LIKE JUST TO READ THOSE THROUGH.
17 THE AREAS OF FOCUS WOULD REMAIN THE SAME AS THE
18 ONES THAT WE HAVE ALREADY DISCUSSED WITH THE THREE
19 OPTION. THEY WOULD JUST BE BROKEN UP UNDER THE
20 APPROPRIATE OBJECTIVE AS THE SECOND SET OF
21 OBJECTIVES. THEY'RE A LITTLE MORE SPECIFIC.

22 FIRST GOAL IS TO ENSURE THAT OUR
23 CUSTOMERS REACH AND MAINTAIN CALIFORNIA'S
24 50-PERCENT GOAL.

25 THE SECOND GOAL WOULD BE TO

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1 FACILITATE DEVELOPMENT OF SUSTAINABLE MARKETS FOR
2 RECOVERED MATERIALS.

3 THE THIRD GOAL, TO ENSURE COMPLIANCE
4 WITH WASTE MANAGEMENT STATUTES AND REGULATIONS TO
5 MAXIMIZE PROTECTION OF PUBLIC HEALTH AND SAFETY
6 AND THE ENVIRONMENT.

7 THE FOURTH GOAL, TO FOSTER WASTE
8 PREVENTION AND RESOURCE CONSERVATION PRACTICES
9 THAT REDUCE THE GENERATION OF SOLID WASTE AND
10 INCREASE THE EFFICIENT USE OF MATERIALS.

11 AND THE FIFTH GOAL WOULD BE TO CLEAN
12 UP AND PREVENT POLLUTION FROM IMPROPERLY MANAGED
13 WASTE.

14 THE FOLLOWING ACTIONS MAY BE TAKEN
15 BY THE BOARD TODAY. THE BOARD MAY ADOPT THE GOALS
16 LISTED IN OPTION 1 OR OPTION 2 AS DISCUSSED, THE
17 BOARD MAY MODIFY THE GOALS IN OPTION 1 OR OPTION
18 2, OR THE BOARD MAY DIRECT STAFF TO DEVELOP
19 ADDITIONAL OPTIONS FOR CONSIDERATION AT A FUTURE
20 BOARD MEETING.

21 STAFF RECOMMEND THAT THE BOARD
22 APPROVE THE GOALS AS IDENTIFIED IN OPTION 1 FOR
23 INCLUSION IN THE 1997 STRATEGIC PLAN. AND THAT
24 CONCLUDES MY PRESENTATION. AND IF YOU HAVE ANY
25 QUESTIONS, SUSAN AND JILL AND I WOULD BE HAPPY TO

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1 ANSWER THEM.

2 CHAIRMAN PENNINGTON: OKAY. QUESTIONS?

3 MR. CHESBRO.

4 BOARD MEMBER CHESBRO: FIRST OF ALL, I'D
5 LIKE TO COMPLIMENT THE STAFF AND ALL THE PEOPLE
6 WHO PARTICIPATED IN THIS PROCESS FOR THEIR GOOD
7 WORK.

8 THAT BEING SAID, THERE IS SOMETHING
9 THAT I REALIZED YESTERDAY AFTERNOON, AND I
10 UNDERSTAND OTHER BOARD MEMBERS -- IT HAS SINCE
11 OCCURRED TO OTHER BOARD MEMBERS AS WELL OR MAYBE
12 BEFORE I DID. I'M NOT SURE. WHAT GLARINGLY WAS
13 MISSING HERE WAS ANY SENSE OF PRIORITY, ANY
SENSE

14 THAT SOME THINGS MATTER MORE THAN OTHERS. AND
15 THERE'S THREE ITEMS THAT ARE PRESENTED
ESSENTIALLY

16 AS EQUAL POLICIES.

17 AND WE'RE GIVEN UNDER THE STATE
LAW,

18 UNDER THE MANDATE, A HIERARCHY WHICH SAYS
19 ESSENTIALLY THAT WASTE DIVERSION, FIRST OF ALL,
IN

20 THE FORM OF WASTE PREVENTION OR WASTE REDUCTION,
21 IS THE HIGHEST ON THE HIERARCHY, THEN RECYCLING
22 AND COMPOSTING, FOLLOWED BY THE DISPOSAL

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23 ALTERNATIVES. AND SOMEHOW THAT NEEDS TO BE
FOLDED

24 IN OR RECOGNIZED. AND THE LACK OF REFERENCE TO
25 THE HIERARCHY, I THINK, IS A SIGNIFICANT
OMISSION,

1 WHICH I HOPE THAT WE WILL ADDRESS TODAY.

2 CHAIRMAN PENNINGTON: ANY FURTHER
3 COMMENTS? QUESTIONS? MR. JONES.

4 BOARD MEMBER JONES: YEAH. MR.
5 CHAIRMAN, I PASSED OUT SOME -- AN ALTERNATIVE TO
6 THE PROPOSED LANGUAGE. AND WHILE I UNDERSTAND
7 THAT THIS IS SUPPOSED TO BE SPECIFIC, I GET A
8 LITTLE NERVOUS ABOUT WHEN WE'RE SPECIFIC ABOUT
9 CERTAIN THINGS THAT IN MARCH OF '97 WE'RE NOT
10 ALWAYS COGNIZANT OF THOSE, WHAT THE INTENT WAS
IN

11 THE YEAR 2000, SO THREE YEARS DOWN THE ROAD.

12 SO I HAVE -- I THINK THE FIRST
GOAL

13 THAT WE ALL NEED TO BE THINKING ABOUT, EVEN
THOUGH

14 IT PROBABLY GOES UNSTATED, I'D LIKE TO STATE
IT,

15 AND THAT'S TO SUPPORT AB 939 AND THE WASTE
16 MANAGEMENT HIERARCHY MANDATES AND OBJECTIVES
THAT

17 THE LAW CREATED BECAUSE I THINK THAT IS
18 ENCOMPASSING ENOUGH WHERE WE'RE NOT DEALING
WITH

19 TURF ISSUES WHEN WE DEAL WITH THIS. I THINK
WE'RE

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20 DEALING WITH THE PROGRAM AS IT WAS INTENDED BY
THE

21 LEGISLATURE. AND I THINK WE'RE ABLE TO GIVE
THOSE

22 AREAS THAT NEED ATTENTION THE ATTENTION THAT
THEY

23 DESERVE, EVEN THOUGH THAT'S WHAT WE DO EVERY
DAY.

24 I DON'T WANT TO SEE US CHANGING THAT
PHILOSOPHY,

25 SO I OFFER THAT AS THE FIRST GOAL.

1 THE SECOND GOAL IS JUST A WORD
2 CHANGE, TO SUPPORT LOCAL JURISDICTIONS' ABILITY
TO
3 REACH AND MAINTAIN CALIFORNIA'S WASTE DIVERSION
4 MANDATES. THE BOARD DOES THIS BY CONSTANTLY
5 EVALUATING ITS OWN PROGRAMS FOR EFFECTIVENESS
AND
6 RESPONSIVENESS. I DON'T THINK WE CAN ENSURE
THAT
7 ANY CITY OR COUNTY IN THE STATE CAN HIT ITS
GOALS,
8 BUT WE SURE CAN SUPPORT THEM.

9 THE THIRD GOAL IS TO ENSURE
10 COMPLIANCE WITH CALIFORNIA'S WASTE MANAGEMENT
11 STATUTES AND REGULATIONS WHILE MAXIMIZING
12 PROTECTION OF THE PUBLIC HEALTH AND SAFETY AND
THE
13 ENVIRONMENT.

14 AND THE FOURTH WOULD BE TO
15 CONTINUOUSLY REVIEW THE INTERNAL AND EXTERNAL
16 NEEDS OF ALL THE STAKEHOLDERS AND DELIVER OUR
17 PRODUCTS AND SERVICES IN AN INTEGRATED AND
QUALITY
18 MANNER.

19 IT'S MY PROPOSED LANGUAGE. I
THINK

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20 UNDER THE STRATEGIES AND OBJECTIVES UNDER EACH
OF

21 THESE GOALS, I THINK MOST OF WHAT IS IN OPTION
1

22 AND OTHER THINGS IN 2 FOLD INTO THAT VERY
NICELY.

23 BUT I THINK THAT IT'S IMPORTANT THAT WE NEVER
LOSE

24 SIGHT THAT WE ARE NOT JUST -- WE'RE DEALING
WITH A

25 LOT OF ISSUES OTHER THAN JUST THE 50-PERCENT

1 DIVERSION ISSUE. AND I DON'T WANT US TO EVER
LOSE

2 SIGHT OF THAT, SO I WOULD ASK THAT THE BOARD
3 CONSIDER THIS PROPOSED NEW LANGUAGE.

4 CHAIRMAN PENNINGTON: QUESTIONS?

5 BOARD MEMBER FRAZEE: WELL, THIS
PROPOSAL

6 HITS US A LITTLE BIT UNPREPARED. I HAD COME
7 PREPARED TO GO FOR THE THREE-GOAL OPTION, BUT I
8 LIKE WHAT IS BEING SAID HERE SOMEWHAT BETTER
THAN

9 OPTION 1. THE ONLY THING I MIGHT SUGGEST IS
JUST

10 A LITTLE TECHNICAL CLEANUP, RATHER THAN TO USE
THE

11 AB 939 DESIGNATION, TO USE THE TITLE OF THE ACT
12 BECAUSE IT ENCOMPASSES A LOT MORE THAN 939.

13 BOARD MEMBER CHESBRO: I ASSUME BY
THAT,

14 IF I MAY INTERRUPT FOR A MOMENT, MR. FRAZEE,
THAT

15 YOU ARE REFERRING TO ALL THE CLEANUP AND
CHANGES

16 THAT HAVE TAKEN PLACE SINCE THEN.

17 BOARD MEMBER FRAZEE: YEAH. AND
THAT'S

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18 UNDER -- WHAT IS THE TITLE? -- WASTE MANAGEMENT
19 ACT OF '89; IS THAT CORRECT?

20 CHAIRMAN PENNINGTON: '89, I THINK
THAT'S

21 CORRECT, YES.

22 BOARD MEMBER JONES: INTEGRATED WASTE
23 MANAGEMENT ACT OF 1989.

24 BOARD MEMBER CHESBRO: AND NOT TO BE
TOO
25 BUREAUCRATIC OR TECHNICAL, BUT IN ORDER TO BE
SURE

1 WE ENCOMPASS ALL THE SUBSEQUENT AMENDMENTS, WE
2 MIGHT WANT TO PUT SOMETHING IN PARENTHESES THAT
3 REFERS TO THE CODE TITLE OR AS AMENDED, SOME
4 REFERENCE THAT SAYS THE CURRENT VERSION, THE
5 UPDATED VERSION.

6 BOARD MEMBER FRAZEE: BECAUSE AB 1220 IS
7 PART OF THAT AND NUMEROUS OTHER BITS OF CLEANUP
8 LANGUAGE. BUT I LIKE THE SOUND OF THIS, AND I
9 THINK IT -- WELL, FIRST OF ALL, IT GETS RID OF THE
10 TERM "CUSTOMER," WHICH I DIDN'T LIKE AT ALL IN THE
11 OTHER GOALS, AND STATES RATHER CLEARLY WHERE WE
12 SHOULD BE ON THIS ISSUE.

13 MS. PEDERSEN: MR. CHAIRMAN, IF I COULD
14 INTERJECT WITH SOME THINKING TO ADD TO YOUR DEBATE
15 AND DIALOGUE AT THIS TIME, IN PUTTING TOGETHER
16 BOTH OPTIONS OF THE GOALS THAT YOU HAVE BEFORE YOU
17 TODAY, THE STRATEGIC PLANNING TEAM CONSIDERED THE
18 CRITICAL ELEMENTS OF WHAT GUIDE US EVERY DAY IN
19 OUR WORK, WHICH IS THE INTEGRATED WASTE MANAGEMENT
20 ACT AND THE RELATED LEGISLATION THAT HAS PASSED
21 SUBSEQUENTLY THAT DEFINE ALL OF OUR PROGRAMS.

22 ONE THING THAT'S IMPORTANT TO
23 RECOGNIZE AND UNDERSTAND ABOUT A STRATEGIC PLAN IS
24 THAT IT WON'T NECESSARILY ENCOMPASS EVERY ACTIVITY
25 THAT YOU DO AT YOUR PROGRAM, YOUR BOARD,

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1 DEPARTMENT, OR OFFICE. AND SO BY PUTTING OUT THE
2 OPTIONS THAT YOU HAVE TODAY, WE ARE TRYING TO LOOK
3 AT THOSE ELEMENTS THAT ARE CONTAINED EXACTLY IN
4 939 AND SPEAK TO THEM COMPREHENSIVELY EITHER IN
5 THE THREE GOALS OR PERHAPS MORE SPECIFICALLY
6 WITHIN THE FIVE.

7 AND I THINK THAT YOUR POINT IS VERY
8 WELL TAKEN, THAT IT'S SOMETHING WE ALL CONCUR IN
9 IN OUR SUPPORT OF THE INTEGRATED WASTE MANAGEMENT
10 ACT. AND WHEN I LOOK AT THE FIRST GOAL AS
11 PROPOSED BY MR. JONES, IT DOES A VERY GOOD JOB OF
12 UNDERLINING THAT PHILOSOPHY.

13 I ALSO SEE SOME QUESTIONS WE MIGHT
14 HAVE AS WE FURTHER DISCUSS THIS FOR OUR NEXT STEPS
15 IN THE PROCESS AROUND OBJECTIVES AND STRATEGIES
16 WHERE THERE COULD BE MULTIPLE ISSUES TO LOOK AT
17 THERE THAT WOULD NEED SOME PRIORITIZATION AND
18 MAYBE SOME CLARIFICATION FROM YOU ALL. BUT I DID
19 THINK IT WAS IMPORTANT TO POINT THAT IN DRAFTING
20 THE GOAL OPTIONS THAT YOU HAVE TODAY, WE WERE
21 PRECISELY LOOKING AT THOSE MANDATES AS PART OF OUR
22 INTERNAL AND EXTERNAL ASSESSMENT THAT LED US TO
23 THE CHOICES YOU HAVE BEFORE YOU.

24 AS AN EXAMPLE, IN THE OPTION 1 WITH
25 THE THREE GOALS, THE FIRST GOAL THAT TALKS ABOUT

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1 SUPPORTING THE ACHIEVEMENT OF THE 50-PERCENT
2 DIVERSION MANDATE, WE SAW THAT SPEAKING TO THE
3 CRITICAL ELEMENTS OF AB 939. AS WE ASKED STAFF TO
4 GO FORWARD AND PREPARE OBJECTIVES AND STRATEGIES,
5 THAT WE WOULD BE LOOKING AT PRECISELY THE CONCERNS
6 MR. CHESBRO HAS RAISED, WHICH ARE WHAT DO WE DO
7 ABOUT THOSE ELEMENTS OF THE HIERARCHY, THE
8 PRIORITIZATION? WHAT DO WE DO TO LOOK AT THE
9 SOURCE REDUCTION ISSUES, THE RECYCLING ISSUES, THE
10 REUSE ISSUES, THE ENVIRONMENTALLY SAFE LANDFILLING
11 AND TRANSFORMATION ISSUES? WHATEVER ALL THOSE
12 AREAS WOULD BE, WE WOULD SEE THEM FITTING WITHIN
13 THE GOALS THAT YOU HAVE BEFORE YOU. SO I WANTED
14 TO ADD THAT TO YOUR THINKING AND DEBATE AT THIS
15 TIME.

16 CHAIRMAN PENNINGTON: OKAY. MRS. GOTCH.

17 BOARD MEMBER GOTCH: I LIKE YOUR
18 ALTERNATIVE LANGUAGE, MR. JONES. AND ACTUALLY I
19 SHARE MR. FRAZEE'S DISLIKE OF THE WORD
20 "CUSTOMERS." AND I PERSONALLY KIND OF EQUATE
21 STAKEHOLDER IN THE SAME MANNER AS CUSTOMER.

22 I HAVE SOME ALTERNATIVE LANGUAGE FOR
23 GOAL 4, WHICH IS NOW GOAL 4, IF -- FOR YOUR
24 CONSIDERATION. AND THAT'S TO ENSURE THAT THE
25 NEEDS OF STAFF AND OUR CONSTITUENTS ARE MET

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1 THROUGH THE INTEGRATED DELIVERY OF QUALITY
2 PRODUCTS AND SERVICES. I THINK THAT I'VE INCLUDED
3 THE SAME IDEA THAT WE HAD WHEN IT WAS ORIGINALLY
4 GOAL 3 AND NOW GOAL 4, AND IT'S DELETED THE WORD
5 "STAKEHOLDERS."

6 CHAIRMAN PENNINGTON: OKAY.

7 BOARD MEMBER JONES: MR. CHAIRMAN, I WANT
8 TO APOLOGIZE TO THIS BOARD. I FINISHED THIS THIS
9 MORNING AT ABOUT 8 O'CLOCK, SO I APOLOGIZE FOR NOT
10 GETTING IT OUT -- OR 8:00 OR 8:30 THIS MORNING.
11 SO I DIDN'T MEAN TO SURPRISE EVERYBODY, BUT I
12 DIDN'T START REALLY GETTING INTO IT UNTIL LATE
13 LAST NIGHT, SO I APOLOGIZE FOR THE SHORTNESS OF
14 TIME.

15 BOARD MEMBER CHESBRO: WELL, I'D JUST
16 LIKE TO SAY GOOD WORK MAKES UP FOR LATENESS. I
17 THINK, ALTHOUGH THERE'S A FEW DETAILS HERE THAT
18 ARE BEING DISCUSSED, I GET THE SENSE THAT MOST OF
19 THE BOARD MEMBERS, IF NOT ALL, AT THIS POINT ARE
20 PRETTY COMFORTABLE WITH THE CONCEPTS THE WAY YOU
21 DEVELOPED THEM.

22 BOARD MEMBER JONES: I APPRECIATE THAT.
23 I JUST DIDN'T WANT YOU TO THINK, YOU KNOW, THAT
24 IT

25 WAS JUST A SURPRISE. JUST DIDN'T GET IT DONE.

 CHAIRMAN PENNINGTON: WE'LL ALLOW YOU TO

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1 MAKE A MOTION IF YOU LIKE.

2 BOARD MEMBER JONES: REALLY?

3 MR. CHANDLER: LET ME ASK YOU A QUESTION
4 BEFORE THE MOTION BECAUSE I THINK YOU'VE GOT THE
5 SEMBLANCE OF CONSENSUS HERE AND THAT'S GREAT. AS
6 SOMEONE WHO'S GOING TO BE ASKED TO GO BACK AND
7 FIRE OUT AND GET STAFF WORKING NOW ON THE NEXT
8 LEVEL OF REALLY THE OBJECTIVES AND THE STRATEGIES,
9 WHEN WE PRESENTED OUR ITEM TO YOU ALL IN FEBRUARY,
10 I LEFT YOU WITH THREE CONSIDERATIONS AS YOU MOVED
11 FORWARD AND THAT WAS TO FOCUS, FOCUS, FOCUS.

12 AND WHAT I'M SEEING IN THE FIRST
13 ONE, ALBEIT IT CERTAINLY ADDRESSES MR. CHESBRO'S,
14 IS IS THERE ANYTHING THAT WE'RE DOING RIGHT NOW OR
15 ANYTHING THAT'S PROPOSED THAT IS NOT GOING TO FALL
16 WITHIN TO SUPPORT EVERYTHING -- TO SUPPORT THE
17 INTEGRATED WASTE MANAGEMENT ACT OF AB 939? IN
18 OTHER WORDS, THAT IS A VERY BROAD STATEMENT THAT I
19 THINK ARGUABLY ANYTHING WE DO NOW AND ANYTHING
20 THAT IS PROPOSED COULD BE ARGUED THAT IT FALLS
21 WITHIN THAT GOAL.

22 AND I THINK WE'RE GOING TO NEED YOUR
23 HELP, THIS BOARD'S HELP, IN A THOUGHTFUL PROCESS
24 OF HOW WE'RE GOING TO MOVE FROM SUPPORTING THE
25 INTEGRATED WASTE MANAGEMENT ACT OF 1989 INTO
THAT

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1 NEXT LEVEL OF, OKAY, THAT'S A VERY BROAD GOAL.

2 HOW DO WE NOW GET TO THAT LEVEL OF FOCUS?

3 AND I THINK WHAT SUSAN WAS
4 ATTEMPTING TO SAY IS WE TRIED TO USE THAT BACKDROP
5 OF OUR STATUTES AND THEN FROM THAT FOCUS ON THE
6 THREE STRATEGIES OR GOALS, I SHOULD SAY, THAT WE
7 FELT BEST COULD BE REFLECTED FROM THAT VERY BROAD
8 CONTEXT OF THE FRAMEWORK OF THE FOUNDATION OF
9 STATUTES THAT WE OPERATE FROM EVERY DAY. DO YOU
10 KNOW WHAT I'M TRYING TO SAY?

11 BOARD MEMBER JONES: I UNDERSTAND EXACTLY
12 WHAT YOU ARE TRYING TO SAY, MR. CHANDLER. I
13 UNDERSTAND THAT WE NEED TO BE FOCUSED AND WE NEED
14 TO BE ON TARGET WITH WHERE WE'RE GOING TO GO FROM
15 TODAY TO THE YEAR 2000, 2002. THE REASON THAT I
16 ASKED FOR -- THE REASON I PROPOSED THIS GOAL 1 IS
17 IN THAT FOCUS I DON'T WANT US TO LOSE VISION OF
18 OTHER ISSUES THAT AREN'T JUST RELATED TO THE
19 50-PERCENT DIVERSION.

20 AND WHEN I SAY THAT, THE HIERARCHY
21 CLEARLY DEFINES HOW WE ARE GOING TO TREAT EVERY
22 PART OF THE WASTESTREAM. IF -- YOU KNOW, I HATE
23 TO THINK THAT TWO YEARS DOWN THE ROAD, WE'RE
24 LOOKING AT EITHER OPTION 1 OR OPTION 2 AND WE'RE
25 NOT DEALING WITH ISSUES THAT NEED -- OR THAT DON'T

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1 HAVE THE IMPORTANCE BECAUSE THEY WEREN'T LISTED IN
2 OUR STRATEGIES OR IN OUR GOALS. AND THAT'S WHAT
3 I'M TRYING TO AVOID HERE.

4 WHILE EVERYTHING MIGHT END UP
5 FALLING UNDER AB 939, I THINK WE HAVE THAT
6 OBLIGATION, BUT I ALSO THINK THIS BOARD, THROUGH
7 THIS PROCESS THAT WE'RE DEALING WITH ON HOW TO GET
8 TO THE 50 PERCENT, I THINK WE'VE HELPED IN MAKING
9 CHOICES OF WHAT IS WORTH PURSUING AND WHAT ISN'T
10 WORTH PURSUING. AND I THINK THAT, YOU KNOW,
11 THAT'S HOW THIS PROCESS GOES ON. SO I THINK THE
12 HELP WILL BE THERE.

13 WHAT I DON'T WANT TO SEE IS AT SOME
14 POINT WE DON'T DEAL WITH THE ISSUES OF SECURING 15
15 YEARS OF LANDFILL CAPACITY ON ANY GIVEN DAY, THAT
16 WE DON'T DEAL WITH THE TIRE PROBLEM BECAUSE THE
17 FUNDING WENT AWAY ON ANY GIVEN DAY. WE NEED TO
18 DEAL WITH THE HIERARCHY AND, YOU KNOW, WITH THE
19 INTENT OF AB 939. AND I THINK IT'S EASY UNDER
20 GOALS 2, 3, AND 4 AND 1 TO LIST THE OBJECTIVES IN
21 A WAY THAT, YOU KNOW, IT'S GOING TO COVER. IT
22 WILL BE SPECIFIC.

23 I DON'T MEAN TO OPEN A DOOR THAT
24 SAYS THIS MEANS EVERYTHING IS OKAY. THAT'S NOT
MY

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25 INTENT. BUT I ALSO DON'T INTEND TO HAVE -- I

1 DON'T WANT TO BE SADDLED WITH THE IDEA OF HAVING
2 TO ARGUE THAT UNDER GOAL 3 OF ENSURING COMPLIANCE
3 WITH WASTE MANAGEMENT STATUTE, THAT THAT INCLUDES
4 MAKING SURE THAT THERE IS 15 YEARS OF LANDFILL
5 CAPACITY. YOU KNOW, I DON'T WANT TO GET INTO A
6 POSITION WHERE WE'VE GOT TO ALWAYS STRETCH THE
7 ARGUMENT TO MAKE SURE THAT SOMETHING THAT WE'RE
8 DIRECTED TO DO IS INCLUDED IN THE ARGUMENT.

9 SO THIS ELIMINATES ANY NEED FOR THAT
10 HAVING TO HAPPEN, AND THE OTHER SIDE MIGHT BE IT
11 ALSO INCLUDES EVERYTHING THAT COULD EVER HAPPEN,
12 AND I THINK WE NEED TO BE REASONABLE ENOUGH TO
13 DEAL WITH THOSE ISSUES.

14 BOARD MEMBER CHESBRO: MR. CHAIRMAN, I
15 THINK THAT THE ANSWER TO MS. PEDERSEN'S AND MR.
16 CHANDLER'S CONCERNS IS NOT TO SUGGEST THAT THE
17 OBJECTIVES AND STRATEGIES THEN NEED TO BE 50 PAGES
18 LONG, COVERING EVERYTHING THAT IS IN EVERY
19 STATUTE, BUT RATHER THAT THE OBJECTIVES AND
20 STRATEGIES WOULD LIKELY THE PROCESS-ORIENTED STEPS
21 THAT WE WOULD TAKE -- THAT WE DO TAKE AND WOULD
22 TAKE IN THE BUDGET PROCESS AND PLANNING PROCESSES
23 TO REVIEW THOSE STATUTES AND MAKE SURE THAT WE'RE
24 IN COMPLIANCE, YOU KNOW.

25 I THINK THOSE ARE THE LOGICAL

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1 OBJECTIVES AND STRATEGIES AS OPPOSED TO, YOU KNOW,
2 EVERY LAST DETAILED STATUTORY REQUIREMENT, HERE'S
3 THE OBJECTIVE FOR THAT ONE. SO I THINK YOU CAN
4 REST ASSURED A LITTLE BIT, AND WE CAN GET AWAY
5 FROM THAT IDEA A LITTLE BIT BY FOCUSING IN ON THE
6 HOW AND THE PROCESS BY WHICH WE IMPLEMENT GOAL 1.

7 MS. PEDERSEN: AND IF I COULD ADD TO
8 THAT, YOU KNOW, REALLY THE NEXT STEP FOR US IS TO,
9 AS RUBIA WAS POINTING OUT EARLIER, PUT TOGETHER
10 SOME DIVISIONAL WORKING GROUPS WHOSE GOAL AND
11 OBJECTIVE IT IS -- NOT TO USE THE SAME WORDS -- TO
12 DRAFT OBJECTIVES, I.E., AREAS OF FOCUS, OR
13 STRATEGIES, I.E., ACTIVITIES THAT WOULD SUPPORT
14 EACH GOAL.

15 AND WITHIN THAT PROCESS, THERE WILL
16 BE MANY THINGS THAT WE CONSIDER JUST AS YOU
17 MENTIONED, AND WE COULD DO OUR BEST, PERHAPS WITH
18 SOME ADDITIONAL INPUT FROM YOU AND YOUR ADVISORS
19 IN THE PROCESS, ON HOW TO NARROW WHAT THOSE
20 OBJECTIVES MIGHT BE. BECAUSE, YOU KNOW, YOU WOULD
21 TYPICALLY HAVE MAYBE FIVE OBJECTIVES FOR EACH
22 GOAL, AND THERE MAY BE SOME KEY PRIORITY AREAS
23 THAT WE'LL WANT TO FOCUS ON WITHIN THOSE
24 OBJECTIVES, MEETING WHAT YOU'RE SUGGESTING, MR.
25 CHESBRO, AND SOME OTHER THINKING THAT YOU MAY HAVE

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1 THAT WE CAN COLLECT DURING THE PROCESS.

2 SO I SEE US AS HAVING AN OPPORTUNITY
3 THROUGH THE OBJECTIVES AND STRATEGIES FINDING A
4 WAY TO PULL THAT FOCUS OUT AND, YOU KNOW, BRING IT
5 BACK TO YOU NEXT MONTH FOR YOUR FURTHER
6 CONSIDERATION AND INPUT.

7 BOARD MEMBER CHESBRO: GOAL 1 AND GOAL 4
8 ARE SIMILAR IN THE SENSE THAT THEY'RE OVERARCHING
9 STRATEGIES AS OPPOSED TO SPECIFIC STRATEGIES AND
10 THEY'RE PROCESS-ORIENTED GOALS AS OPPOSED TO
11 PROGRAM-ORIENTED GOALS, I THINK.

12 BOARD MEMBER FRAZEE: JUST AS ONE EXAMPLE
13 HERE, I THINK IN OPTION 1, THE GOAL TO ENSURE THAT
14 OUR CUSTOMERS REACH AND MAINTAIN THE 50-PERCENT
15 MANDATE, IS REALLY AN OBJECTIVE UNDER GOAL 1 OF
16 MR. JONES' PROPOSAL, IS IT NOT? IT'S ONE OF
17 SEVERAL THAT WOULD FALL UNDER THAT CATEGORY.

18 MS. PEDERSEN: I THINK MR. JONES HANDLED
19 THAT ISSUE THROUGH HIS SECOND GOAL. YOU KNOW,
20 WHAT I HEARD MR. CHESBRO SAY IS THAT FOR THE
21 FIRST

22 GOAL, WE'RE LOOKING AT KIND OF THE PROCESS AND
23 HOW

24 WE ACHIEVE THE 939 MANDATES AND THAT OUR
25 OBJECTIVES MIGHT SPEAK TO SOME OF THAT. I THINK,

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24 YOU KNOW, WE'LL HAVE AN OPPORTUNITY IN THIS NEXT
25 PROCESS TO LOOK AT WHAT THOSE OBJECTIVES COULD
BE ,

1 MAYBE SOMETHING MORE SPECIFICALLY AROUND 50
2 PERCENT THAT WE COULD ALSO REFLECT IN THE SECOND
3 GOAL. SO I THINK WE'LL HAVE AN OPPORTUNITY TO DO
4 SOME OF OUR BEST WORK ON THAT BETWEEN NOW AND OUR
5 NEXT HEARING AND THEN GET YOUR INPUT FROM YOUR
6 OFFICES IN THE MEANTIME AS WE DEVELOP THAT WORK.

7 CHAIRMAN PENNINGTON: OKAY. MR. JONES.

8 BOARD MEMBER JONES: I WOULD LIKE TO --

9 MS. JONES: BEFORE YOU DO THAT, CAN I
10 MAKE A COMMENT? FOR THE RECORD, MY NAME IS JILL
11 JONES.

12 I JUST WANTED TO MENTION ON GOAL 2
13 ON THE PROPOSED ALTERNATIVE LANGUAGE THAT MR.
14 JONES HAS PUT FORWARD, HE SAYS IN THE SECOND
15 SENTENCE OF THAT STATEMENT THAT THE BOARD DOES
16 THIS BY CONSTANTLY EVALUATING ITS PROGRAMS FOR
17 EFFECTIVENESS AND RESPONSIVENESS. AS RUBIA
18 MENTIONED EARLIER, WE DO PLAN ON HAVING A
19 MONITORING AND EVALUATION PLAN, SO WE WOULD NOT
20 ONLY LOOK AT THIS PARTICULAR GOAL FOR EFFECTIVE-
21 NESS AND RESPONSIVENESS, BUT ALL FOUR OF THE
GOALS

22 OR WHATEVER GOES FORWARD TODAY.

23 SO MY SUGGESTION MIGHT BE THAT WE
24 OMIT THAT PARTICULAR LANGUAGE FROM THIS GOAL,

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BUT

25 KEEP IN MIND THAT FOR ALL OF THE GOALS, WE WILL
BE

1 MONITORING AND EVALUATING FOR EFFECTIVENESS AND
2 RESPONSIVENESS.

3 BOARD MEMBER JONES: BUT IF ONE OF OUR
4 GOALS IS DO THAT ALL THE TIME, DOES IT MATTER IF
5 IT'S IN OR OUT? IS IT JUST REDUNDANT?

6 MS. JONES: MAYBE IT SHOULD BE SOMETHING
7 THAT LEADS INTO ALL OF THE GOALS, LIKE A LITTLE
8 PREAMBLE OR, YOU KNOW, STATEMENT. I DON'T KNOW.
9 IT SEEMS LIKE IF WE'RE GOING TO DO IT FOR ALL OF
10 THEM, WHY WOULD WE JUST WANT TO POINT TO IT IN
11 THIS ONE PARTICULAR GOAL.

12 BOARD MEMBER FRAZEE: MAYBE IT COULD MORE
13 APPROPRIATELY BE MERGED IN GOAL 4. IT SORT OF
14 SAYS THE SAME THING.

15 MS. JONES: THAT'S TRUE TOO. THE
16 CONTINUOUS IMPROVEMENT.

17 MS. PACKARD: THAT'S TRUE. IT IS
18 ENCOMPASSED IN GOAL 4 ALREADY. YOU COULD MAKE IT
19 MORE SPECIFICALLY IDENTIFIED IN THERE IF YOU
20 WANTED TO.

21 BOARD MEMBER JONES: THE ONLY REASON I
22 PUT IT IN THERE IS THAT THAT WAS INTERNAL TO
OUR
23 OWN PROGRAMS, AND I THINK GOAL 4 IS MORE BASED
TO
24 EXTERNAL -- I MEAN INTERNAL, BUT ALSO TO OUR -

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25 THE STAFF AND OTHER CONSTITUENCIES ISSUES. SO
I

1 DON'T THINK I'D HAVE A PROBLEM ROLLING IT INTO
2 THERE. I JUST WANT TO MAKE SURE THAT WE'RE
3 ALWAYS -- I REALLY WANT TO KEEP THE WORDING
4 EFFECTIVENESS AND RESPONSIVENESS BECAUSE I THINK
5 IT'S IMPORTANT THAT THAT NOT GET LOST.

6 MS. PEDERSEN: SO WOULD YOU BE
7 COMFORTABLE WITH THAT GOING INTO GOAL 4, MR.
8 JONES? IS THAT WHAT YOU ARE SAYING? OR -- THAT'S
9 THE SAME SENTENCE BEING ADDED TO GOAL 4.

10 BOARD MEMBER JONES: I DON'T KNOW. WHAT
11 DO THE OTHER BOARD MEMBERS THINK? TAKE THAT
12 SENTENCE AND MOVE IT DOWN TO 4.

13 BOARD MEMBER FRAZEE: I THINK THAT WOULD
14 BE BETTER.

15 BOARD MEMBER JONES: I DON'T HAVE A
16 PROBLEM WITH THAT.

17 MS. PACKARD: SO YOU WANT TO INCLUDE THAT
18 PHRASE INTO GOAL 4.

19 BOARD MEMBER JONES: YEAH. IF WE COULD
20 JUST TAKE THE BOARD DOES THIS BY CONSTANTLY
21 EVALUATING ITS OWN PROGRAMS FOR EFFECTIVENESS AND
22 RESPONSIVENESS AND JUST PUT IT AFTER QUALITY
23 MANNER.

24 MS. PACKARD: OKAY. I HAVE ONE OTHER
25 COMMENT FOR YOUR CONSIDERATION. IN GOAL NO. 3,

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1 THE ORIGINAL LANGUAGE DID NOT IDENTIFY
2 CALIFORNIA'S WASTE MANAGEMENT STATUTES BECAUSE
3 THERE ARE FEDERAL STATUTES THAT WE ALSO DEAL WITH
4 AND AS A STATE HAVE TO COMPLY WITH. SO BY
5 NARROWING THE FOCUS -- BY INCLUDING CALIFORNIA,
6 THE WORD "CALIFORNIA" IN THERE, WE'VE NARROWED THE
7 FOCUS AGAIN TO ONLY STATE, AND THAT DOES NOT
8 INCLUDE ANY OF THE FEDERAL WASTE MANAGEMENT
9 STATUTES THAT WE DEAL WITH. SO YOU MAY WANT TO
10 CONSIDER ELIMINATING THE WORD "CALIFORNIA" TO
11 LEAVE IT BROAD TO WHATEVER FEDERAL MANDATES WE
12 ALSO ARE REQUIRED TO COMPLY WITH.

13 BOARD MEMBER JONES: I DON'T HAVE A
14 PROBLEM WITH THAT. THAT'S FINE. I WASN'T SURE --
15 I THOUGHT AS THE FEDS BROUGHT THEM DOWN, WE ENDED
16 UP INCORPORATING THEM INTO OUR STATUTES OR INTO
17 OUR REGULATIONS.

18 MS. PACKARD: YEAH. WELL, I GUESS THEN
19 YOU COULD LOOK AT IT AS --

20 BOARD MEMBER JONES: THAT'S FINE. I
21 DON'T HAVE A PROBLEM WITH THAT. I JUST THOUGHT WE
22 ALWAYS INCLUDED THAT STUFF AT SOME POINT. SO
23 WE'LL TAKE OUT THE WORD "CALIFORNIA" THEN, TO
24 ENSURE COMPLIANCE WITH WASTE MANAGEMENT

STATUTES

25 AND REGULATIONS.

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1 MS. PACKARD: AND THEN THE FOURTH ONE
2 WOULD HAVE TWO SENTENCES. AND FIRST GOAL WOULD
3 SAY TO SUPPORT THE INTEGRATED WASTE MANAGEMENT ACT
4 OF 1989 AND THE WASTE MANAGEMENT HIERARCHY
5 MANDATES AND OBJECTIVES THE LAW CREATED.

6 BOARD MEMBER JONES: AND I THINK THEY
7 WANTED TO INCLUDE --

8 CHAIRMAN PENNINGTON: I THINK IT SAYS USE
9 THE INTEGRATED WASTE MANAGEMENT ACT AS AMENDED.

10 MS. PACKARD: AS AMENDED; IS THAT
11 CORRECT?

12 BOARD MEMBER CHESBRO: WELL, THE
13 ALTERNATIVE WOULD BE TO SIMPLY PUT DIVISION 30 OF
14 THE PRC IN PARENTHESES, EITHER WAY. WHATEVER
15 MAKES IT CLEAR THAT WE'RE TALKING ABOUT THE WHOLE
16 BALL OF WAX AND NOT JUST WHAT WAS PASSED IN 1989.

17 MS. PEDERSEN: MR. JONES, TOO, YOU KNOW,
18 ONE OPTION MR. CHANDLER JUST THREW OUT HERE TO
19 TAKE CARE OF YOUR CALIFORNIA CONCERN ON THE THIRD
20 GOAL IS WE COULD SAY TO ENSURE COMPLIANCE WITH
21 STATE AND FEDERAL.

22 BOARD MEMBER JONES: THAT WOULD MAKE ME
23 FEEL MORE COMFORTABLE.

24 MS. PEDERSEN: WE THOUGHT THAT MIGHT
25 HELP.

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1 CHAIRMAN PENNINGTON: CALIFORNIA AND
2 FEDERAL.

3 MS. PEDERSEN: WE AIM TO PLEASE.

4 MS. PACKARD: I'D LIKE, FOR THE RECORD,
5 TO READ THEM ALL TO MAKE SURE WE HAVE THEM
6 CORRECT. THE FIRST GOAL WOULD BE TO SUPPORT THE
7 INTEGRATED WASTE MANAGEMENT ACT OF 1989 AS AMENDED
8 AND THE WASTE MANAGEMENT HIERARCHY MANDATES AND
9 OBJECTIVES THE LAW CREATED.

10 THE SECOND GOAL WOULD BE TO SUPPORT
11 LOCAL JURISDICTIONS' ABILITY TO REACH AND MAINTAIN
12 CALIFORNIA'S WASTE DIVERSION MANDATES.

13 THE THIRD GOAL WOULD BE TO ENSURE
14 COMPLIANCE WITH CALIFORNIA AND FEDERAL WASTE
15 MANAGEMENT STATUTES AND REGULATIONS WHILE
16 MAXIMIZING PROTECTION OF THE PUBLIC HEALTH,
17 SAFETY, AND THE ENVIRONMENT.

18 AND THE FOURTH GOAL WOULD BE TO
19 CONTINUOUSLY REVIEW THE INTERNAL AND EXTERNAL
20 NEEDS OF ALL STAKEHOLDERS AND DELIVER OUR PRODUCTS
21 AND SERVICES IN AN INTEGRATED AND QUALITY MANNER.
22 THE BOARD DOES THIS BY CONSTANTLY EVALUATING ITS
23 OWN PROGRAMS FOR EFFECTIVENESS AND RESPONSIVENESS.

24 BOARD MEMBER JONES: I THINK THE ONLY
25 CHANGE WAS THAT UNDER STAKEHOLDERS WE WERE GOING

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1 TO SAY CONSTITUENT.

2 MS. PACKARD: OH, I'M SORRY. THAT'S
3 RIGHT. JANET, YOU HAD PROPOSED SOME ALTERNATIVE
4 LANGUAGE.

5 BOARD MEMBER GOTCH: ACTUALLY WE CAN HAVE
6 IT READ TO CONTINUOUSLY REVIEW THE INTERNAL AND
7 EXTERNAL NEEDS OF ALL CONSTITUENTS AND DELIVER OUR
8 PRODUCTS AND SERVICES IN AN INTEGRATED AND QUALITY
9 MANNER. IS THAT ALL RIGHT? AND WHAT I HAD READ
10 EARLIER, JUST TO GIVE YOU THE OTHER OPTION, IS TO
11 ENSURE THAT THE NEEDS OF STAFF AND OUR
12 CONSTITUENTS ARE MET THROUGH THE INTEGRATED
13 DELIVERY OF QUALITY PRODUCTS AND SERVICES.

14 BOARD MEMBER JONES: HOW ABOUT
15 CONSTITUENTS AND STAFF?

16 BOARD MEMBER GOTCH: DO WE NEED INTERNAL
17 AND EXTERNAL THEN?

18 BOARD MEMBER JONES: WELL, STAFF'S STILL
19 IN THERE.

20 MS. PEDERSEN: WHAT I'M HEARING YOU SAY
21 IS PERHAPS REPLACING WHAT RUBIA READ WITH THE
22 STATEMENT "TO ENSURE THAT THE NEEDS OF
23 CONSTITUENTS AND STAFF ARE MET THROUGH THE
24 INTEGRATED DELIVERY OF QUALITY PRODUCTS AND
25 SERVICES"; IS THAT CORRECT?

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1 BOARD MEMBER GOTCH: YES. YES.

2 BOARD MEMBER JONES: THAT'S GOOD.

3 I MAKE A MOTION THAT WE -- THAT WE
4 ACCEPT THE ALTERNATIVE PROPOSED LANGUAGE AS
5 AMENDED.

6 BOARD MEMBER GOTCH: I'LL SECOND.

7 CHAIRMAN PENNINGTON: OKAY. IT'S BEEN
8 MOVED AND SECONDED. ANY FURTHER DISCUSSION? IF
9 NOT, WILL THE SECRETARY CALL THE ROLL, PLEASE.

10 THE SECRETARY: I JUST WANT TO STATE I DO
11 NOT HAVE A COPY OF THAT THAT YOU ARE WORKING OFF
12 OF, SO I JUST WANT TO MAKE SURE SOMEBODY HAS --
13 THIS HAS ALL THE CHANGES? I JUST WANT TO MAKE
14 SURE SOMEBODY HAS ALL THE CHANGES.

15 CHAIRMAN PENNINGTON: THEY'VE GOT THEM.

16 BOARD SECRETARY: BOARD MEMBER CHESBRO.

17 BOARD MEMBER CHESBRO: AYE.

18 BOARD SECRETARY: FRAZEE.

19 BOARD MEMBER FRAZEE: AYE.

20 BOARD SECRETARY: GOTCH.

21 BOARD MEMBER GOTCH: AYE.

22 BOARD SECRETARY: JONES.

23 BOARD MEMBER JONES: AYE.

24 BOARD SECRETARY: RELIS. CHAIRMAN
25 PENNINGTON.

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1 CHAIRMAN PENNINGTON: AYE. MOTION
2 CARRIES.

3 WE'LL MOVE TO ITEM NO. 2,
4 CONSIDERATION OF THE CONSENT CALENDAR FOR THE
5 50-PERCENT ITEMS. AS NOTED IN THE TEXT OF THE
6 CONSENT CALENDAR, THESE ARE STRATEGIES THAT THE
7 BOARD WILL NOT PURSUE FURTHER AT THIS TIME. THE
8 CONSENT CALENDAR INCLUDES IN THE AGENDA ITEMS 7,
9 8, 15, 18, 19 STRATEGIES 13 AND 39 ONLY, AND
10 AGENDA ITEM 20 AND 21.

11 WOULD ANY MEMBERS LIKE TO
12 WITHDRAW --

13 BOARD MEMBER GOTCH: MR. CHAIRMAN, I'D
14 LIKE TO PULL SOMETHING FROM THE CONSENT. IT'S MY
15 UNDERSTANDING THAT DUE TO THE WAY THE LEGISLATION
16 AND PUBLIC EDUCATION COMMITTEE ADDRESSED THE CHAT
17 ROOM 50-PERCENT STRATEGY, WHICH IS ITEM NO. 8 ON
18 THE CONSENT CALENDAR, IT NEEDS TO BE PULLED OFF
19 CONSENT. THIS ITEM IS BEING PULLED OFF CONSENT
20 BECAUSE OF A TECHNICAL NUANCE IN THE WAY THE
21 COMMITTEE ADDRESSED THE ITEM.

22 BY WAY OF EXPLANATION, AN INTERNET
23 CHAT ROOM ALLOWS PARTICIPANTS TO TALK VIA THEIR
24 COMPUTERS IN REAL TIME AND WITH OTHERS ABOUT A
25 PARTICULAR ISSUE. FREQUENTLY A MODERATOR KEEPS

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1 PARTICIPANTS ON SUBJECTS AS WELL AS POSES TOPICS
2 FOR DISCUSSION.

3 AS STAFF POINTED OUT IN THE
4 COMMITTEE, A CHAT ROOM IS AN IMPRACTICAL STRATEGY
5 FOR THE BOARD TO PURSUE AT THIS POINT FOR FISCAL,
6 PERSONNEL, AND TIME REASONS; HOWEVER, IN COMMITTEE
7 STAFF INDICATED THAT ESTABLISHING A LIST SERVER IS
8 A MORE FEASIBLE ALTERNATIVE.

9 A LIST SERVER IS AN AUTOMATED E-MAIL
10 SYSTEM THAT ALLOWS BOARD STAFF TO INTERACT WITH
11 THE PUBLIC BY BROADCASTING ANNOUNCEMENTS,
12 RESPONDING TO QUESTIONS AND/OR IDEAS, AND OFFERING
13 TECHNICAL ADVICE.

14 IN LIGHT OF THESE FACTS, THE
15 COMMITTEE PLACED THE CHAT ROOM CONCEPT ON CONSENT
16 AND DIRECTED STAFF TO PURSUE THE LIST SERVER IDEA
17 AS PREVIOUSLY DIRECTED BY THE BOARD. WHAT THE
18 COMMITTEE SHOULD HAVE DONE IS SIMPLY RECAST THE
19 STRATEGY AS ESTABLISHING A LIST SERVER.

20 SO WITHOUT OBJECTION, I'D LIKE TO
21 MAKE THE MOTION TO PULL THE CHAT ROOM ITEM OFF THE
22 CONSENT CALENDAR, RECAST IT AS THE ESTABLISHMENT
23 OF A LIST SERVER, AND DIRECT STAFF TO CONTINUE
24 THEIR EFFORTS TO MAKE THE REQUISITE LIST SERVER
25 SYSTEM UPGRADES IN ACCORDANCE WITH THE ACTION

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1 ADOPTED BY THE -- AT THE JANUARY BOARD MEETING.
2 AND I BELIEVE THIS ITEM CAN NOW BE PLACED, WHICH
3 IS ITEM NO. 8, TO BE CONSIDERED AS ONE OF THE
4 ITEMS WE ARE ALL GOING TO AGREE TO GO FORWARD
5 WITH, WHICH IS WHAT YOU WERE ABOUT TO DO. THAT
6 MAKE SENSE?

7 CHAIRMAN PENNINGTON: CORRECT. CORRECT.
8 OKAY. SO THAT MEANS WE'RE PULLING --

9 BOARD MEMBER GOTCH: WE'RE PULLING ITEM 8
10 OFF.

11 CHAIRMAN PENNINGTON: -- ITEM 8 FROM THE
12 CONSENT CALENDAR. SO THE CONSENT CALENDAR NOW
13 STANDS WITH ITEMS 7, 15, 18, 19 STRATEGIES 13 AND
14 39 ONLY, AND AGENDA ITEMS 20 AND 21. IF THERE'S
15 NO QUESTIONS --

16 BOARD MEMBER JONES: MAKE A MOTION THAT
17 WE ACCEPT THE CONSENT ITEM NOT TO PURSUE.

18 BOARD MEMBER FRAZEE: SECOND.

19 CHAIRMAN PENNINGTON: IT'S BEEN MOVED AND
20 SECONDED. ANY FURTHER DISCUSSION CONCERNING THE
21 CONSENT CALENDAR? IF NOT, WILL THE SECRETARY CALL
22 THE ROLL, PLEASE.

23 BOARD SECRETARY: BOARD MEMBER CHESBRO.

24 BOARD MEMBER CHESBRO: AYE.

25 BOARD SECRETARY: FRAZEE.

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1 BOARD MEMBER FRAZEE: AYE.

2 BOARD SECRETARY: GOTCH.

3 BOARD MEMBER GOTCH: AYE.

4 BOARD SECRETARY: JONES.

5 BOARD MEMBER JONES: AYE.

6 BOARD SECRETARY: RELIS. CHAIRMAN
7 PENNINGTON.

8 CHAIRMAN PENNINGTON: AYE. MOTION
9 CARRIES.

10 MOVE TO ITEM NO. 3. IF THE BOARD
11 WILL INDULGE ME, I'M GOING TO TAKE JUST A HALF A
12 MINUTE HERE FOR A LITTLE TRIP.

13 (RECESS TAKEN.)

14 CHAIRMAN PENNINGTON: OKAY. THANK YOU.
15 SORRY FOR THE QUICK BREAK THERE. BEFORE WE TAKE
16 UP THE 50-PERCENT INITIATIVE STRATEGY, I'D LIKE TO
17 RECOMMEND A PROCESS THAT I BELIEVE WILL ALLOW US
18 TO MOVE EFFECTIVELY THROUGH THE AGENDA BY RELYING
19 ON MANY OF OUR COMMITTEE RECOMMENDATIONS. AS YOU
20 KNOW, SOME OF THESE STRATEGIES ARE MODIFICATIONS
21 AND ENHANCEMENTS TO CURRENT BOARD ACTIVITIES.
22 OTHERS ARE NEW IDEAS WHICH COULD HAVE MAJOR
23 WORKLOAD AND RESOURCE IMPACT ON THE BOARD.

24 FURTHER, SOME OF THESE IDEAS WILL
25 REQUIRE LEGISLATION OR MAY HAVE IMPACTS ON LOCAL

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1 GOVERNMENTS, BUSINESSES, AND THE WASTE INDUSTRY.
2 I WOULD PROPOSE THAT WE FOCUS OUR STAFF PRESENTA-
3 TIONS AND THE MAJORITY OF OUR DISCUSSIONS ON THE
4 ISSUES THAT MAY CAUSE MAJOR IMPACTS.

5 IN ORDER TO FACILITATE OUR FOCUS ON
6 THESE ISSUES, I ASK STAFF TO WORK WITH THE
7 COMMITTEE CHAIRS TO LIST THE COMMITTEE
8 RECOMMENDATIONS AND IDENTIFY WHICH ITEMS NEED
9 STAFF PRESENTATION AT THE BOARD MEETING. THE
10 ACTIONS BY THE COMMITTEE AND THEIR RECOMMENDATIONS
11 FOR TODAY'S BOARD MEETING HAVE BEEN NOTIFIED --
12 NOTED ON THE MATRIX ENTITLED "COMMITTEE
13 RECOMMENDATIONS FORWARDED TO THE BOARD FOR THE
14 50-PERCENT INITIATIVE AGENDA ITEMS MARCH 25, '97,
15 BOARD MEETING."

16 USING THIS INFORMATION AS A GUIDE, I
17 WOULD LIKE TO PROPOSE ONE MOTION TO APPROVE THE
18 ITEMS WHICH DO NOT NEED STAFF PRESENTATIONS BASED
19 ON COMMITTEE RECOMMENDATIONS AND PUBLIC INPUT.
20 THIS APPROVAL WOULD ALLOW THESE ITEMS TO MOVE ON
21 TO THE NEXT STEP IN THE PROCESS AND BE EVALUATED
22 FOR COST-EFFECTIVENESS AND IMPACT TO REACH THE
23 50-PERCENT DIVERSION GOAL BY THE YEAR 2000.

24 THIS EVALUATION WILL BE COMPLETED
BY
25 THE BOARD STAFF USING THE STRATEGIC PLAN PROCESS

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1 AND BY -- AND BE BROUGHT BACK TO THE BOARD IN
2 APRIL. WHEN COMPLETED THIS EVALUATION, STAFF ARE
3 FURTHER DIRECTED TO FOLLOW THE BOARD APPROVED
4 50-PERCENT INITIATIVE CONCEPTS, REMEMBERING THAT
5 WE APPROVED THE FIRST TWO INITIATIVES, WHICH WERE
6 TO FOCUS ON FEWER KEY PROGRAMS THAT WILL LEAD TO
7 50-PERCENT DIVERSION AND THE SECOND WAS EVALUATE
8 PROGRAMS FOR EFFECTIVENESS AND DIRECT THE STAFF TO
9 THE EFFECTIVE PROGRAMS.

10 THE MOTION APPLIES TO THE FOLLOWING
11 AGENDA ITEMS: AGENDA ITEM 4, STRATEGY NO. 7;
12 AGENDA ITEM 5, STRATEGY NO. 8; AGENDA ITEM 6,
13 STRATEGY NO. 18; AGENDA ITEM 8, STRATEGY NO. 21;
14 AGENDA ITEM NO. 9, STRATEGY NOS. 19 AND 20; AGENDA
15 ITEM 10, STRATEGIES NO. 22; AGENDA ITEM 11(A),
16 STRATEGY NO. 17; AGENDA ITEM 11(F), STRATEGY 28;
17 AGENDA ITEM 11(G), STRATEGY NO. 29; AGENDA ITEM
18 12(A), STRATEGY NO. 8; AGENDA ITEM 12(C), STRATEGY
19 NO. 33; AGENDA ITEM 12(D), STRATEGY NO. 34; AGENDA
20 ITEM 12(E), STRATEGY 35; AGENDA ITEM 12(F),
21 STRATEGY NO. 26.

22 NOW, I'M SURE YOU ALL REMEMBER EVERY
23 ONE OF THOSE. YES, MR. CHESBRO.

24 BOARD MEMBER CHESBRO: MR. CHAIRMAN, I'M
25 NOT SURE HOW THE ONES THAT ARE FROM LOCAL

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1 ASSISTANCE AND PLANNING COMMITTEE WERE DETERMINED
2 TO BE ON OR OFF, BUT THERE ARE A COUPLE THAT
3 ENGENDERED NO COMMENT AND HAD NO AMENDMENTS AND NO
4 CONTROVERSY THAT PROBABLY OUGHT TO BE ON YOUR LIST
5 TOO. AND THOSE ARE ITEMS 11(B) AND 11(E). C&D
6 MIGHT HAVE SOME COMMENT OR CONTROVERSY. I DON'T
7 KNOW.

8 BUT THEY WERE FAIRLY -- FOR EXAMPLE,
9 C, WE HAD MADE A CHANGE TO IT, BUT THERE WAS NO
10 COMMENT OR CONTROVERSY. AND D, THE CONTROVERSY
11 ACTUALLY HAS TO DO WITH AN AGENDA ITEM THAT'S ON
12 THE BOARD'S AGENDA TOMORROW. THE COMMENTS WEREN'T
13 DIRECTLY RELATED TO THAT, BUT I DO NOTE THAT MR.
14 MICHAEL IS HERE, AND HE HAS EXPRESSED SOME
15 CONCERNS WITH THE GENERAL CONCEPT, SO WE MIGHT
16 WANT TO KEEP D OFF. SO I'M JUST SUGGESTING THAT B
17 AND E, STRATEGIES 23 AND 27 BE ADDED TO YOUR LIST
18 UNLESS THERE'S SOMEBODY HERE TO COMMENT ON THEM.

19 CHAIRMAN PENNINGTON: YES, APPARENTLY
20 THERE ARE PEOPLE HERE.

21 BOARD MEMBER CHESBRO: ON B AND E?

22 CHAIRMAN PENNINGTON: YES, ON B, C, D, E,
23 AND F.

24 BOARD MEMBER CHESBRO: OKAY. NEVER MIND.
25 WE DIDN'T HEAR ANY TESTIMONY TO SPEAK OF AT THE

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1 COMMITTEE OR ANY CONTROVERSY ON IT. I THINK THERE
2 WAS SOME TESTIMONY IN SUPPORT. OKAY.

3 CHAIRMAN PENNINGTON: WELL, THIS DOES NOT
4 INDICATE WHETHER THEY'RE SUPPORT OR NOT, BUT DOES
5 INDICATE THAT THEY WISH TO SPEAK TO THOSE ITEMS.

6 ANY FURTHER DISCUSSION? I HAVE
7 MOVED THIS AS A MOTION, SO --

8 BOARD MEMBER JONES: I SECOND IT.

9 CHAIRMAN PENNINGTON: -- NEED A SECOND.
10 IF THERE'S NO FURTHER DISCUSSION, I'LL ASK THE
11 SECRETARY TO CALL THE ROLL.

12 BOARD SECRETARY: BOARD MEMBER CHESBRO.

13 BOARD MEMBER CHESBRO: AYE.

14 BOARD SECRETARY: FRAZEE.

15 BOARD MEMBER FRAZEE: AYE.

16 BOARD SECRETARY: GOTCH.

17 BOARD MEMBER GOTCH: AYE.

18 BOARD SECRETARY: JONES.

19 BOARD MEMBER JONES: AYE.

20 BOARD SECRETARY: RELIS. CHAIRMAN
21 PENNINGTON.

22 CHAIRMAN PENNINGTON: AYE. MOTION
23 CARRIES.

24 NOW WE'LL MOVE TO ITEM --
25 BOARD MEMBER CHESBRO: MR. CHAIRMAN,

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1 BEFORE WE PROCEED, I'D LIKE TO COMMENT ON THE
2 PROCESS QUESTION WHICH YOU LAID OUT AND ALSO GIVE
3 A LITTLE BIT OF BACKGROUND.

4 CHAIRMAN PENNINGTON: CERTAINLY.

5 BOARD MEMBER CHESBRO: THIS WHOLE
PROCESS

6 STARTED SOMEWHERE IN THE NEIGHBORHOOD OF 18
MONTHS

7 AGO -- I DON'T REMEMBER THE EXACT DATE -- WITH AN
8 IDEA THAT CAME UP AT THE LOCAL ASSISTANCE AND
9 PLANNING COMMITTEE, THAT WE NEEDED A MORE FOCUSED
10 STRATEGY OR PLAN FOR HOW THE BOARD DELIVERS LOCAL
11 ASSISTANCE TO LOCAL GOVERNMENTS.

12 AND THE IDEA WAS THAT THEY NEEDED A
13 MORE FOCUSED AND TARGETED STRATEGY OF HOW WE WERE
14 GOING TO ASSIST THEM IN ACHIEVING THE GOAL OF 50
15 PERCENT. THE MAIN REASON I INITIATED THIS
PROJECT

16 WAS BECAUSE I FELT THAT IN ORDER FOR LOCAL JURIS-
17 DICTIONS TO SUCCEED IN REACHING 50 PERCENT, THE
18 BOARD WOULD HAVE TO HAVE A MORE FOCUSED STRATEGY.

19 I THINK, AS REFLECTED IN THE
EARLIER

20 ADOPTION OF THE GOALS OF THE STRATEGIC PLAN,
21 THERE'S A RECOGNITION THAT THE ONE SET OF
22 JURISDICTIONS THAT HAVE A MANDATE -- DIVERSION

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23 MANDATE AND HAVE FINES ATTACHED TO THAT ARE
CITIES

24 AND COUNTIES, THE LOCAL JURISDICTIONS. AND SO AS
25 A RESULT OF THAT, I THINK EVERY MEMBER OF THIS

1 BOARD WOULD AGREE THAT NOT ONLY IS IT STATUTORILY
2 REQUIRED, BUT IT MAKES THE MOST SENSE FOR US TO
3 PROVIDE THE KIND OF FOCUSED ASSISTANCE THAT WILL
4 BE NECESSARY.

5 THE STRATEGIES THAT THE LOCAL
6 ASSISTANCE AND PLANNING COMMITTEE CONSIDERED ARE
7 ALL OF THE ASSISTANCE-TYPE CONCEPTS. AND WITH
8 MINOR ADJUSTMENTS AND A PARALLEL PROCESS FOR
9 ADDRESSING THE BUDGETARY AND STRATEGIC PLAN
10 QUESTIONS, I THINK THAT THEY BASICALLY REINFORCE
11 AND FOCUS WHAT WE'VE ALREADY BEEN WORKING ON.

12 THE ONLY CONCERN I HAVE WITH THE
13 PROCESS THAT'S BEEN STATED IS I WOULD LIKE
14 ASSURANCE THAT IF WE'RE GOING THROUGH THE -- IF
15 WE'RE REFERRING IT AND MERGING IT INTO THE
16 STRATEGIC PLANNING PROCESS, THAT THAT DOESN'T
17 ESSENTIALLY GRIND COMMITTEE WORK ON THESE
18 INDIVIDUAL ITEMS TO A HALT WHILE WE WORK ON THE --
19 OR STAFF WORKS ON THE STRATEGIC PLAN.

20 YOU AND I, MR. CHAIRMAN, HAVE HAD A
21 DISCUSSION ABOUT A PARALLEL PROCESS. I WANT TO
22 STATE THAT I FULLY RECOGNIZE THAT WE'RE TALKING
23 ABOUT FINITE AND SHRINKING RESOURCES, AND SO
24 THERE'S NO INTENTION, I THINK, IN ANY OF THESE
25 ITEMS OR NO ABILITY TO EXPAND -- GREATLY EXPAND

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1 THE BOARD'S ACTIVITIES, AND THAT ALSO THE LOCAL
2 ASSISTANCE PLAN THAT I INTEND TO SEE THE LOCAL
3 ASSISTANCE COMMITTEE VOTE OUT WILL BE COMING BACK
4 TO THE BOARD AND WILL NEED TO BE WEIGHED IN
5 RELATION TO ALL OF THE OTHER BOARD PRIORITIES.

6 BUT FROM A TIMING STANDPOINT, YOU
7 KNOW THAT I'VE BEEN CHAMPING AT THE BIT NOW FOR
8 QUITE SOME TIME, AND SO I WANT TO MAKE SURE THAT
9 WE DON'T HAVE THE COMMITTEE WORK ON THE INDIVIDUAL
10 ITEMS COME TO A HALT WHILE WE DO THIS OTHER STUFF.
11 I THINK THEY CAN HAPPEN ON A PARALLEL COURSE, AND
12 I UNDERSTOOD THAT THERE WAS SOME CONCURRENCE ABOUT
13 THAT, AND I JUST WANTED TO GET THAT OUT ON THE
14 TABLE.

15 CHAIRMAN PENNINGTON: THANK YOU, MR.
16 CHESBRO. I WANT TO COMMEND YOU FOR BRINGING THIS
17 TO THE FOREFRONT STARTING 18 MONTHS AGO. I THINK
18 IT CERTAINLY WAS AN ACROSS-THE-BOARD EFFORT THAT
19 NEEDED TO BE LOOKED AT AND TAKEN ON, THAT IT WAS
20 MORE THAN JUST YOUR POLICY -- PLANNING COMMITTEE,
21 BUT I APPRECIATE YOUR BRINGING IT TO THE
22 FOREFRONT.

23 I THINK THAT, AS YOU AND I HAVE
24 DISCUSSED, THE IMPORTANT THING HERE IS WE DO
25 CONTINUE TO MOVE FORWARD AND WE GET MOVING AS

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1 RAPIDLY AS WE CAN. BUT WE DO NEED TO LOOK AT
2 EVERY ONE OF THESE IN CONJUNCTION WITH OUR
3 RESOURCES, OUR STAFF RESOURCES, OUR FINANCES, AND
4 HOW THEY FIT IN, AND TO APPLY THEM TO EXISTING
5 PROGRAMS, WHETHER THEY NEED TO BE TAKEN -- PERHAPS
6 ELIMINATE SOME EXISTING PROGRAMS OR MAY NEED TO
7 EXPAND ON EXISTING PROGRAMS. AND THAT'S WHY WE
8 WERE LOOKING TO MAKE SURE THAT THE EXECUTIVE STAFF
9 HAD AN OPPORTUNITY TO REVIEW WHAT WE'RE DOING
10 TODAY AND GIVE US A PLAN HOW THEY CAN IMPLEMENT
11 WHAT WE'RE DOING.

12 THAT IN NO MEANS MEANS THAT I WANT
13 TO SEE US SLOW DOWN OR THAT THE COMMITTEES CAN'T
14 BEGIN TO THINK IN TERMS OF HOW TO MOVE FORWARD AND
15 HOW TO IMPLEMENT THE STRATEGIES. SO I THINK WHILE
16 MAYBE SOME OF THE TERMINOLOGY MAY BE DIFFERENT, I
17 THINK WE'RE FAIRLY WELL IN SYNC IN TERMS OF MOVING
18 FORWARD.

19 OKAY. WE'RE GOING TO MOVE TO ITEM
20 NO. 3, CONSIDERATION OF OPTIONS FOR ENHANCING
21 INTEGRATED WASTE MANAGEMENT TIPPING FEES INCLUDING
22 FEE INCREASES AND COLLECTIONS OF FEES FROM NEW
23 SOURCES, 50-PERCENT INITIATIVE STRATEGIES NO. 4,
24 5, AND 6. MARIE LA VERGNE.

25 MS. LA VERGNE: GOOD MORNING, MR.

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1 CHAIRMAN AND MEMBERS. MARIE LA VERGNE, DEPUTY
2 DIRECTOR FOR THE ADMINISTRATION AND FINANCE
3 DIVISION. AGENDA ITEM NO. 3 DEALS WITH STRATEGIES
4 NO. 4, 5, AND 6, ALL RELATING TO FUNDING OR FEE
5 ISSUES. WITH ME TODAY IS DENNIS MEYERS, CHIEF OF
6 THE ECONOMIC FORECASTING UNIT, WHO WILL MAKE THE
7 STAFF PRESENTATION.

8 MR. MEYERS: GOOD MORNING, BOARD MEMBERS.
9 THE 50-PERCENT INITIATIVE DEVELOPED THREE
10 RECOMMENDED STRATEGIES TO ENHANCE THE INTEGRATED
11 WASTE MANAGEMENT FEE. THEY RANGE FROM INCREASE IN
12 THE FEE TO THE STATUTORY LIMIT OF A \$1.40 PER TON
13 TO EXTENDING THE FEE TO WASTE THAT IS EXPORTED
14 THROUGH TRANSFER STATIONS AND TO RESTRUCTURE THE
15 FEE TO A SLIDING SCALE OF SOME SORT THAT WOULD
16 PROVIDE INCENTIVE FOR WASTE REDUCTION ITSELF.

17 THE CURRENT SITUATION FOR THE
18 INTEGRATED WASTE MANAGEMENT ACCOUNT, WHICH IS
19 THE
20 BOARD'S CHIEF SOLID WASTE FUNDING SOURCE, IS
21 THAT
22 REVENUES -- OR THE FUNDING BASE, THE TONNAGE
DISPOSED OF, HAS FALLEN AT LEAST 17 PERCENT
SINCE
IT WAS INITIATED IN 1990 AND THAT IT COULD FALL

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TO

23 LESS THAN 31 MILLION TON BASE, WHICH WOULD BE
OVER

24 A QUARTER, 25-PERCENT DROP FROM ITS ORIGINAL
BASE.

25 THIS HAS RESULTED IN APPROXIMATELY
A

1 \$6 MILLION DECLINE IN REVENUES SINCE 1990. THE
2 BOARD HAS THE AUTHORITY TO RAISE THE FEE UP TO A
3 \$1.40 PER TON UNDER CURRENT STATUTES. IF THE
4 BOARD DID SO, THAT WOULD INCREASE REVENUES AT THE
5 CURRENT DISPOSAL RATE OF APPROXIMATELY \$2 MILLION
6 PER YEAR.

7 THE DECLINING REVENUES INTO THE
8 INTEGRATED WASTE MANAGEMENT ACCOUNT ARE DERIVED
9 FROM THREE BASIC SOURCES. THE MOST FUNDAMENTAL,
10 OF COURSE, IS DECLINING DISPOSAL DUE TO INCREASED
11 DIVERSION ACTIVITIES. SECOND FEATURE IS THE
12 RESTRUCTURING OF THE SOLID WASTE FEES THAT
13 HAPPENED IN 1993 AS A RESULT OF AB 1220, WHICH
14 CONSOLIDATED THE SOLID WASTE DISPOSAL SITE CLEANUP
15 AND MAINTENANCE FEE, OR THE EASTIN FEE, WITH THE
16 INTEGRATED WASTE MANAGEMENT FEE.

17 THE EASTIN FEE WAS A FEE WHOSE RATE
18 WAS ADJUSTED EACH YEAR IN PROPORTION TO THE
19 DECLINE IN DISPOSAL TO ENSURE THAT \$20 MILLION WAS
20 COLLECTED. WHEN -- THESE FEES WERE CONSOLIDATED
21 INTO A SINGLE \$1.34 PER TON FEE, WHICH SET THE
22 WHOLE FEE STRUCTURE NOW TO BE VERY SENSITIVE TO
23 DISPOSAL RATES.

24 ANOTHER ELEMENT OF THIS DECLINING
25 REVENUES, NOT NEARLY AS SIGNIFICANT HOWEVER, IS

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1 WASTE EXPORT. WASTE EXPORT HAS INCREASED OVER THE
2 PAST SEVERAL YEARS, AND APPROXIMATELY 400,000 TONS
3 ARE NOW EXPORTED FROM THE STATE. AND DUE TO THE
4 STRUCTURE OF THE FEE, THE INTEGRATED WASTE
5 MANAGEMENT FEE IS NOT LEVIED ON EXPORTED WASTE.

6 SO IF THE FEE WERE EXTENDED TO
7 EXPORTED WASTE, IF -- AND AT THE CURRENT RATE OF A
8 \$1.34 PER TON, IT COULD GENERATE AN ADDITIONAL
9 \$500,000 IN REVENUE.

10 SO THE THREE OPTIONS THAT WAS
11 RECOMMENDED THERE BEFORE YOU TODAY, THE FIRST,
12 RAISE THE FEE TO A \$1.40 COULD GENERATE AN
13 ADDITIONAL \$2 MILLION PER YEAR OR APPROXIMATELY \$6
14 MILLION THROUGH THE YEAR 2000 FOR THE BOARD'S
15 SOLID WASTE PROGRAMS. IT DOESN'T REQUIRE
16 LEGISLATION TO CARRY THIS OUT. IT HAS THE
17 DISADVANTAGE, THOUGH, IN THAT IT WOULD BE A FEE
18 THAT WOULD BE PASSED ON OR ABSORBED BY LANDFILL
19 OPERATORS THROUGH LOWER REVENUES OR PASSED ON TO
20 HIGHER FEES FOR THEIRS CUSTOMERS.

21 RECOMMENDATION NO. 5, TO IMPOSE A
22 FEE AT MRF'S AND TRANSFER STATIONS ON EXPORTED
23 WASTE COULD NET, AS I SAID BEFORE, APPROXIMATELY
A
24 HALF MILLION DOLLARS PER YEAR IN ADDITIONAL

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25 REVENUE. IT WOULD ELIMINATE THE INEQUITY THAT
CAN

1 EXIST NOW FROM JURISDICTIONS OR AREAS THAT DO NOT
2 PAY OUR FEE, BUT STILL ARE ELIGIBLE TO RECEIVE
3 SERVICES FROM THE BOARD. IT DOES REQUIRE LEGIS-
4 LATION TO ENACT THIS.

5 AND THE RECOMMENDATION NO. 6 WOULD,
6 IF STRUCTURED CORRECTLY, COULD PROVIDE INCENTIVE
7 FOR LOCAL JURISDICTIONS IF THEY WERE LEVIED A
8 HIGHER FEE FOR NOT MEETING THE GOALS OR NOT
9 ATTAINING SOME OTHER CRITERIA. THIS COULD
PROVIDE

10 INCENTIVE FOR THEM TO IMPLEMENT PROGRAMS. IT HAS
11 THE DISADVANTAGE, THOUGH, IN THAT IT WOULDN'T
12 NECESSARILY INCREASE THE BOARD'S FUNDING SECURITY
13 BECAUSE IT COULD STILL BE TIED TO DISPOSAL RATES
14 AND, THUS, WE'D STILL BE SENSITIVE. AND THIS
15 RECOMMENDATION ALSO WOULD REQUIRE LEGISLATION.

16 SO THAT'S THE GIST OF THESE
17 RECOMMENDATIONS BEFORE YOU. I'D BE GLAD TO
ANSWER

18 ANY QUESTIONS.

19 CHAIRMAN PENNINGTON: QUESTIONS? OKAY.
20 MR. JOHN BROOKS WISHES TO ADDRESS ITEM 3.

21 MR. BROOKS: TOM TINSLEY WILL SPEAK IN
MY
22 PLACE.

23 CHAIRMAN PENNINGTON: OKAY. MR. TOM

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24 TINSLEY.

25 MR. TINSLEY: MR. CHAIRMAN, MEMBERS OF

1 THE BOARD, I'M TOM TINSLEY. I'M PUBLIC WORKS
2 DIRECTOR IN COUNTY OF GLENN, AND I'M SPEAKING ON
3 BEHALF OF THE RCRC ENVIRONMENTAL SERVICES JPA AND
4 ITS 17 MEMBER COUNTIES.

5 FROM THE RURAL PERSPECTIVE, WE
WOULD

6 OPPOSE ANY INCREASE IN FEES IN RURAL COUNTIES.
7 WE'RE ALREADY SEVERELY LIMITED IN OUR ABILITY
TO
8 FUND THE WASTE DIVERSION PROGRAMS THAT ARE
9 MANDATED BY THE BOARD AND WHICH FIND A LOT OF
10 SUPPORT IN OUR JURISDICTIONS DUE TO OUR SMALL
SIZE
11 AND LIMITED POPULATION BASE.

12 AND THIS IS EXACERBATED RECENTLY
BY
13 THE PASSAGE OF PROPOSITION 218 WHICH PREVENTED
US
14 FROM RAISING PARCEL FEES, WHICH IN MANY OF OUR
15 COUNTIES ARE THE SOLE FUNDING MECHANISM FOR THE
16 WASTE MANAGEMENT PROGRAM. ANY FURTHER INCREASE
IN
17 FEES WOULD FURTHER LIMIT OUR EFFORTS TO CARRY
OUT
18 OUR PROGRAMS AND IN MANY CASES WOULD RESULT IN
19 DEPENDENCE OF WASTE MANAGEMENT EFFORTS ON

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ALREADY

20 STRAPPED COUNTY GENERAL FUNDS.

21 WE UNDERSTAND THAT THERE'S A

FUNDING

22 CRISIS AT THE BOARD LEVEL. WE ALSO HAVE ONE AT

23 THE LOCAL LEVEL, AND WE WOULD OPPOSE ANY

24 SUBSTANTIAL INCREASES IN THOSE FEES. THANK

YOU.

25 CHAIRMAN PENNINGTON: THANK YOU, MR.

1 TINSLEY. ANY QUESTIONS OF MR. TINSLEY? OKAY.

2 AND JACK MICHAEL.

3 MR. MICHAEL: MR. CHAIRMAN, MEMBERS OF
4 THE BOARD, I'M JACK MICHAEL TODAY REPRESENTING
5 COUNTY -- STATE ASSOCIATION OF -- CALIFORNIA STATE
6 ASSOCIATION OF COUNTIES AND THE COUNTY ENGINEERS
7 ASSOCIATION OF CALIFORNIA REGARDING THESE THREE
8 STRATEGIES. ECHO THE WORDS PREVIOUSLY SPOKE HERE
9 BY RCRC.

10 JUST WANT TO POINT OUT A REAL
11 CONCERN THAT WE HAVE ABOUT PROPOSITION 218.
12 THERE'S PROBABLY AS MANY OPINIONS AS TO WHAT IT
13 MEANS AS THERE ARE ATTORNEYS THAT ARE WILLING TO
14 STEP INTO THAT GAME OF OPINIONS. FOR THAT REASON,
15 IT'S VERY -- AND, OF COURSE, YOU ALL KNOW THAT
16 YOUR MONEY IS REALLY OUR MONEY. IT ONLY GETS
17 COLLECTED AT THE LOCAL LEVEL, AND SO WE HAVE A
18 REAL CONCERN THAT ANY OF THESE MOVE FORWARD EVEN
19 IN TERMS OF EVALUATION BECAUSE WE BELIEVE THAT
20 UNTIL THERE'S SOME SETTLEMENT OF LAWSUITS THAT
21 HAVE BEEN FILED, THERE'S TOTAL UNCERTAINTY AS TO
22 OUR ABILITY TO FOLLOW THROUGH WITH ANY RECOMMEN-
23 DATIONS THAT ARE MADE.

24 AND ALTHOUGH WE RECOGNIZE THAT STAFF
25 CAN EVALUATE AND WEIGH OPTIONS ON THESE, I THINK

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1 THAT, AGAIN, FROM WHAT I'M HEARING, THERE'S SO
2 MANY DIFFERENT OPINIONS ON THE LEGAL EFFECT, THAT
3 THAT MAY BE WASTED EFFORT AT THIS POINT. SO WE'D
4 STRONGLY ENCOURAGE THAT THESE MATTERS BE SET ASIDE
5 UNTIL THERE'S SOME FURTHER CLARIFICATION OF WHAT
6 PROP 218 REALLY MEANS TO ALL OF US. THANK YOU.

7 CHAIRMAN PENNINGTON: THANK YOU. ANY
8 QUESTIONS OF MR. MICHAEL? OKAY. WE HAVE NO
9 FURTHER QUESTIONS FROM THE AUDIENCE. PREPARED TO
10 ENTERTAIN A MOTION HERE.

11 BOARD MEMBER CHESBRO: MR. CHAIRMAN, I'D
12 MOVE APPROVAL OF ITEMS 4 AND 5, BUT NOT 6.

13 BOARD MEMBER GOTCH: AND I'LL SECOND.

14 CHAIRMAN PENNINGTON: OKAY. IT'S BEEN
15 MOVED AND SECONDED THAT WE APPROVE ITEMS NOS. 4
16 AND 5. AND DO YOU WANT TO MAKE -- DELETE NO. 6 AS
17 PART OF YOUR MOTION?

18 BOARD MEMBER CHESBRO: RIGHT. THAT'S THE
19 MOTION.

20 CHAIRMAN PENNINGTON: IT'S BEEN MOVED AND
21 SECONDED THAT WE APPROVE ITEMS NO. 4, 5, AND
22 DELETE NO. 6. ANY FURTHER DISCUSSION ABOUT THAT?

23 BOARD MEMBER JONES: I'D LIKE TO JUST
24 MAKE A COMMENT. I CAN'T SUPPORT THAT. WE'RE
25 GOING THROUGH A PROCESS RIGHT NOW WHERE WE'RE

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1 TRYING TO DECIDE HOW THIS WASTE BOARD IS GOING TO
2 GO ON. AND TO RAISE THE RATE RIGHT NOW THAT WE
3 ARE GOING TO CHARGE FROM A \$1.34 TO A \$1.40
4 DOESN'T MAKE A LOT OF SENSE TO ME ONLY BECAUSE
5 IT'S GOING TO END UP TAKING ANY URGENCY AWAY FROM
6 THIS.

7 I TELL YOU, TO SIT THERE AND TRY TO
8 BRING THIS ORGANIZATION INTO THE NEXT STEP, WHICH
9 IS PART OF THE STRATEGIC PLAN AND PART OF THESE
10 STRATEGIES, I THINK WE NEED TO KEEP THAT \$1.34 IN
11 PLACE AND USE IT WHEN WE REALLY NEED IT, NOT JUST
12 RAISE THE RATE AND HOPE THAT WE CAN JUST, YOU
13 KNOW, PUT \$2.5 MILLION MORE IN OUR POCKET AND DO
14 MORE THINGS.

15 I THINK WE NEED TO KEEP THAT MONEY
16 THERE FOR WHEN WE REALLY NEED IT, AND LET'S GO
17 THROUGH THIS PROCESS AND SEE WHAT WE CAN DO TO
18 STREAMLINE THIS -- YOU KNOW, STREAMLINE THINGS AND
19 MAKE THE DOLLARS WE HAVE -- I'M NOT CONVINCED THAT
20 THE DOLLARS WE HAVE CAN'T GET THE JOB DONE, BUT I
21 SURE DON'T WANT TO GET BAILED OUT BEFORE WE START.

22 BOARD MEMBER CHESBRO: MR. CHAIRMAN,

23 CHAIRMAN PENNINGTON: YES, MR. CHESBRO.

24 BOARD MEMBER CHESBRO: COUPLE OF HISTORIC
25 NOTES. FIRST OF ALL, THE LEGISLATURE AUTHORIZED

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1 THE BOARD TO CHARGE MORE THAN IT HAS. AND I THINK
2 THE BOARD HAS QUITE PRUDENTLY CHOSEN NOT TO
3 EXERCISE THAT. AND SO I THINK ANY SUGGESTION THAT
4 WE'VE USED RESOURCES JUST BECAUSE THEY WERE THERE
5 CANNOT BE ARGUED.

6 AND SECONDLY, IT SHOULD BE RECALLED
7 THAT THE ORIGINAL TIPPING FEE WAS DRAMATICALLY
8 REDUCED AT THIS BOARD'S SUGGESTION BY THE
9 LEGISLATURE, AND PEOPLE ARE PAYING -- THE PEOPLE
10 OF CALIFORNIA, THROUGH THEIR RATES AND TIPPING
11 FEES AT LANDFILLS, ARE PAYING SUBSTANTIALLY LESS
12 THAN THEY ORIGINALLY WERE UNDER AB 939. SO I
13 THINK WE'RE ON BOTH COUNTS, EVEN WITH THE KIND OF
14 INCREASE THAT IS IN THIS OPTION, CONSERVATIVE.
15 AND IT'S NOT AN EXCESSIVE PROPOSAL.

16 AND WE'RE FACING -- EVERYONE AGREES
17 WE'RE FACING A DAUNTING CHALLENGE OF GETTING TO 50
18 PERCENT. AND I DON'T THINK THAT ADDITIONAL --
19 APPROVING -- AUTHORIZING ADDITIONAL RESOURCES IN
20 ANY WAY LESSONS THE NECESSITY OF SHARPENING OUR
21 TOOLS AND FIGURING OUT HOW TO TARGET OUR EFFORTS
22 BECAUSE HOW MANY DOLLARS ARE AVAILABLE IS ONLY
23 PART OF THE PROBLEM. AND WE'RE ONLY GOING TO BE
24 USING THOSE RESOURCES FOR COORDINATION.

25 THE REAL ISSUE IS OUT THERE AROUND

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1 THE STATE IN HOW PRIVATE INDUSTRY AND LOCAL
2 GOVERNMENT AND THE CITIZENS OF CALIFORNIA TAKE THE
3 STEPS OF GETTING TO 50 PERCENT. SO I DO THINK
4 IT'S A REASONABLE CONCEPT TO GO UP TO A \$1.40 AND
5 TO CHARGE OUT-OF-STATE WASTE A FEE.

6 BOARD MEMBER FRAZEE: LET ME JUST ASK
7 WHAT THE EFFECT OF PASSAGE OF THIS MOTION WOULD
8 BE. DOES THAT ESTABLISH A POLICY? AND IS THAT
9 THE FINAL STEP IN GOING TO THE \$1.40, OR IS THAT
10 JUST PART OF THE OVERALL STRATEGY?

11 AND THEN ON THE SECOND PART, BECAUSE
12 IT'S COMBINED, THE SECOND ONE NEEDS LEGISLATION,
13 DOES THAT -- DOES PASSING YOUR MOTION HAVE THE
14 EFFECT OF BEGINNING TO PURSUE LEGISLATION?

15 BOARD MEMBER CHESBRO: MY -- I CAN TELL
16 YOU WHAT MY ASSUMPTIONS ARE, BUT I THINK STAFF
17 NEEDS TO ANSWER WHAT THE EFFECTS OF THE MOTION
18 WOULD BE IN TERMS OF THE WAY THEY INTENDED AND
19 THIS WAS DRAFTED THROUGH THE PROCESS.

20 MY ASSUMPTION WAS THAT IF WE APPROVE
21 THIS MOTION, THAT THE RATE WOULDN'T -- THE TIPPING
22 FEE WOULDN'T IMMEDIATELY GO UP TO A \$1.40, THAT
23 THERE WOULD BE SOME SORT OF A DECISION-MAKING
24 PROCESS WE WOULD NEED TO GO THROUGH TO FORMALLY
25 DECIDE THAT, THAT THIS IS A GENERAL POLICY

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1 CONSIDERATION. AND THE SAME THING IS TRUE OF THE
2 SECOND ONE IN THE SENSE THAT IT WOULD REQUIRE
3 AUTHORIZING LEGISLATION, ITEM 5.

4 AND SO IT WOULD ONLY BE THE FIRST
5 STEP IN A PROCESS OF ATTEMPTING TO SECURE THOSE
6 OUT-OF-STATE FEES. AND OBVIOUSLY A LOT OF DETAILS
7 ABOUT HOW THAT GETS DONE WOULD HAVE TO BE WORKED
8 OUT. I DON'T THINK -- I DO NOT THINK THAT SIMPLY
9 SAYING THIS -- IT'S AS SIMPLE AS SNAPPING YOUR
10 FINGERS AND SAYING AN OUT-OF-STATE FEE. I THINK
11 HOW MUCH IS FAIR, WHAT'S LEGALLY DEFENSIBLE,
THOSE
12 ARE SERIOUS QUESTIONS ON WHICH THE ATTEMPTS IN
THE
13 PAST HAVE STUMBLER ABOUT WHAT IS THE RIGHT FEE TO
14 CHARGE OUT-OF-STATE WASTE AND WHERE TO CHARGE IT
15 AND WHO TO CHARGE IT TO.

16 CHAIRMAN PENNINGTON: I THINK THAT IF WE
17 APPROVE THIS, THAT IT DOES MOVE US IN THE
18 DIRECTION OF THE INCREASE TO THE \$1.40 BECAUSE
19 WE'RE THE ULTIMATE DECISION MAKER ON WHETHER THAT
20 FEE GETS RAISED. WE DON'T HAVE TO GO TO ANYBODY
21 ELSE TO DO THAT. SO I THINK ANY ACTION WE TAKE
22 TODAY WOULD DO THAT. I AGREE THAT IT TAKES --
NO.

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23 5 TAKES LEGISLATION.

24 I'D ALSO SAY ABOUT THE RAISING THE
25 FEE, YOU KNOW, WE WERE GIVEN BY THE LEGISLATURE A

1 FUNDING SOURCE THAT WAS INTENDED TO DECLINE AS WE
2 ACHIEVED OUR GOALS AND MANDATES. AND I THINK WE
3 SHOULD CONTINUE TO STRIVE TO STAY WITHIN THAT
4 SPIRIT.

5 ANY OTHER DISCUSSION?

6 MR. CHANDLER: I SEE MR. CHESBRO LOOKING
7 AT ME, AND AS THE MAKER OF THE MOTION OVER THERE,
8 I'D HAVE TO DEFER AS TO WHAT YOUR INTENT IS. I
9 THINK I HEARD YOU SAY IT'S YOUR INTENT, AT LEAST
10 LET'S TAKE NO. 4 OR AGENDA ITEM 3, RAISE THE FEE
11 TO A \$1.40. I THINK I HEARD YOU SAY THAT YOU
12 WEREN'T NECESSARILY LOOKING AT THIS ACTION TODAY
13 TO EFFECTUATE THE, IF THE BOARD APPROVED THIS, TO
14 EFFECTUATE THE CHANGE TO A \$1.40, BUT THERE WOULD
15 BE, DID I HEAR YOU SAY, SOME DELIBERATIVE PROCESS
16 TO FOLLOW?

17 BOARD MEMBER CHESBRO: I DON'T KNOW WHAT
18 THE LEGAL STEPS ARE. DO WE HAVE TO ADOPT A
19 RESOLUTION?

20 MR. CHANDLER: NO. THE FEE CAN BE
RAISED

21 BY A SIMPLE MOTION OF THE BOARD. SO I WOULD HAVE
22 TO SAY THAT IF THAT'S YOUR INTENT, IT WOULD OCCUR
23 IF THERE WAS FOUR AFFIRMATIVE VOTES IN THIS
24 MEETING. AND IF IT'S NOT, THEN MAYBE WE NEED TO

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25 TALK ABOUT WHAT PROCESS YOU SEE THIS DELIBERATIVE

1 PROCESS TO BE DOWN THE ROAD. WOULD WE BRING THIS
2 ITEM TO ADMIN AND HAVE THE DISCUSSION THERE?

BUT,

3 NO, IT DOESN'T REALLY --

4 BOARD MEMBER CHESBRO: THE REASON I SAID
5 THAT I DIDN'T ENVISION IT TODAY, I WAS ASSUMING
6 THERE WAS SOME TECHNICAL LEGAL ANSWER TO IT,

WHICH

7 THERE APPARENTLY ISN'T OTHER THAN THIS WOULD DO
8 IT. I THINK THIS HAS BEEN VIEWED AS A POLICY --

A

9 GENERAL POLICY DISCUSSION OF GETTING TO 50
10 PERCENT. I DON'T THINK THAT WE'VE HAD THE PUBLIC
11 RESPONSE THAT WOULD OCCUR IF WE HAD AN ITEM

"SHALL

12 WE RAISE IT OR NOT." I THINK THESE ARE VIEWED AS
13 A SERIES OF POLICY OPTIONS, AND SO THE RESPONSE
14 HAS BEEN SOMEWHAT MUTED.

15 AND I THINK WE WOULD BE SUBJECT TO
16 CRITICISM ABOUT OUR PROCESS IF WE DID NOT SET IT
17 AS AN AGENDA ITEM FOR THE FORMAL ACTION. AND SO
18 I'M NOT SUGGESTING THAT THIS TODAY ACHIEVE THAT.
19 I THINK YOU'D HAVE TO LIST IT AS AN ITEM AND
20 RECEIVE INPUT AND THEN TAKE A VOTE SPECIFICALLY
ON

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21 SHALL THE FEE BE RAISED.

22 CHAIRMAN PENNINGTON: I'D QUESTION,

23 THOUGH, IF SOMEBODY WANTED TO BRING A LAWSUIT AND

24 SAY YOU ALL VOTED TO DO THIS AND NOW YOU DON'T

25 WANT TO DO IT.

1 BOARD MEMBER CHESBRO: SOMEBODY IS GOING
2 TO SUE US TO MAKE US RAISE THE FEE?

3 CHAIRMAN PENNINGTON: SURE. SOMEBODY
4 MIGHT. NRDC OR SOMETHING.

5 BOARD MEMBER CHESBRO: WELL, THEN, I
6 THINK THAT THE WORDING SHOULD BE CHANGED TO SAY
7 THAT THE ITEM BE BROUGHT TO THE ADMIN COMMITTEE
8 AND THEN TO THE BOARD FOR PUBLIC INPUT AND A
9 FORMAL VOTE. THAT WOULD BE THE ITEM AS OPPOSED
10 TO
11 RAISING THE FEE TODAY, WHICH WAS NOT MY INTENT.

12 MR. CHANDLER: MR. CHAIRMAN, WASN'T THIS
13 ITEM BEFORE THE ADMIN COMMITTEE?

14 CHAIRMAN PENNINGTON: IT WAS BEFORE THE
15 ADMIN COMMITTEE.

16 MR. CHANDLER: AND TO THE BOARD? I
17 GUESS

18 IT'S AT THE BOARD TODAY. SO WE'D BE GOING BACK
19 TO
20 THE ADMIN COMMITTEE.

21 CHAIRMAN PENNINGTON: THERE WAS NO
22 RESOLUTION IN THE ADMIN COMMITTEE BECAUSE,
23 UNFORTUNATELY, I WAS ILL. SO THERE WAS A MOTION
24 THAT FAILED, LACKING A SECOND. SO IT JUST
25 NATURALLY WAS BROUGHT FORWARD TO US.

26 SO ARE YOU CHANGING YOUR MOTION,

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24 THEN, MR. CHESBRO?

25 BOARD MEMBER CHESBRO: IT'S TO FOR ITEM

4

1 REFER IT TO THE ADMIN COMMITTEE FOR A RECOMMENDA-
2 TION FOR A FORMAL CONSIDERATION AT AN UPCOMING
3 BOARD MEETING FOR RAISING THE RATE TO A \$1.40.

4 CHAIRMAN PENNINGTON: AND STILL PURSUE
5 NO. 5?

6 BOARD MEMBER CHESBRO: YES.

7 CHAIRMAN PENNINGTON: NOT GO BACK TO
8 COMMITTEE?

9 BOARD MEMBER CHESBRO: YEAH, IT WOULD
10 HAVE TO BECAUSE WE DON'T HAVE LEGISLATION DRAFTED
11 OR -- OR THE SPECIFICS OF HOW MUCH AND WHERE
12 WORKED OUT, SO I THINK THE DETAILS OF THAT WOULD
13 NEED TO BE DEVELOPED BY COMMITTEE, SO IT WOULD BE
14 REFERRED BACK TO COMMITTEE FOR DEVELOPING THE
15 SPECIFICS.

16 CHAIRMAN PENNINGTON: OKAY. MOTION HAS
17 BEEN AMENDED. I ASSUME THE SECOND WILL --

18 BOARD MEMBER GOTCH: AND I WILL SECOND
19 AGAIN, YES.

20 CHAIRMAN PENNINGTON: IF THERE'S NO
21 FURTHER DISCUSSION, WILL THE SECRETARY CALL THE
22 ROLL.

23 BOARD SECRETARY: BOARD MEMBER CHESBRO.

24 BOARD MEMBER CHESBRO: AYE.

25 BOARD SECRETARY: FRAZEE.

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1 BOARD MEMBER FRAZEE: NO.

2 BOARD SECRETARY: GOTCH.

3 BOARD MEMBER GOTCH: AYE.

4 BOARD SECRETARY: JONES.

5 BOARD MEMBER JONES: NO.

6 BOARD SECRETARY: RELIS. CHAIRMAN

7 PENNINGTON.

8 CHAIRMAN PENNINGTON: NO. MOTION FAILS.

9 BOARD MEMBER GOTCH: MR. CHAIR, I'D LIKE
10 TO MAKE ANOTHER MOTION THEN, AND THAT IS THAT WE
11 FORWARD NO. 5, CONCEPT NO. 5, AND KEEP THAT
12 SEPARATE TO THE STAFF FOR DEVELOPMENT. I GUESS
13 WHAT I'M TRYING TO ACCOMPLISH HERE IS TO SEE IF I
14 CAN GET FOUR VOTES ON NO. 5.

15 CHAIRMAN PENNINGTON: OKAY. DO YOU WANT
16 MY OPINION OR --

17 BOARD MEMBER CHESBRO: I'LL SECOND THE
18 MOTION.

19 CHAIRMAN PENNINGTON: IT'S BEEN MOVED AND
20 SECONDED THAT WE MOVE NO. 5, ASKING FOR THE STAFF
21 TO LOOK INTO THE POSSIBILITY, I ASSUME, OF
22 DEVELOPING LEGISLATION TO CHARGE -- TO CHARGE A
23 FEE AT TRANSFER STATIONS.

24 BOARD MEMBER GOTCH: AND MRF'S, CORRECT,
25 FOR MATERIALS THAT ARE DISPOSED OUTSIDE OF

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1 CALIFORNIA.

2 BOARD MEMBER JONES: MAY I ASK A
3 QUESTION, MR. CHAIRMAN? THIS IS AN ISSUE I'M VERY
4 INTIMATELY INVOLVED WITH. THERE'S NOTHING THAT
5 PRECLUDES US FROM BRINGING THESE ITEMS TO THE
6 ADMIN COMMITTEE AT ANOTHER DATE. I MEAN THIS
7 STRATEGY OF 50 PERCENT DOESN'T SAY THAT THIS ITEM
8 CAN'T COME BACK IN AN APPROPRIATE TIME AS A POLICY
9 OR AS AN ADMIN ITEM, RIGHT? I MEAN IF THE ADMIN
10 COMMITTEE WANTS TO LOOK AT THIS, THE ADMIN
11 COMMITTEE CAN BRING IT FORWARD AT ANY GIVEN TIME
12 WITHOUT A MOTION ONE WAY OR ANOTHER. IS THAT
13 ACCURATE?

14 MR. CHANDLER: THAT'S ACCURATE.

15 BOARD MEMBER JONES: BECAUSE IT'S A FEE
16 THING AND IT DEALS WITH LEGISLATION, WOULDN'T THE
17 ADMIN -- WOULDN'T WE BE ABLE TO DEAL WITH IT, OR
18 IS THIS THE APPROPRIATE TIME?

19 MR. CHANDLER: I THINK IT'S CLEARLY THE
20 APPROPRIATE TIME FOR US TO GET THE DIRECTION THAT
21 I'D LIKE TO HAVE AS TO WHAT YOU WANT US TO FOCUS
22 ON AS WE IMPLEMENT THE OBJECTIVES AND STRATEGIES
23 WITHIN THE STRATEGIC PLAN AND OUR WORK PLANS.

24 HOWEVER, AS YOU POINTED OUT EARLIER, MR. JONES,
25 THERE'S NOTHING WE CAN DO TODAY TO CRYSTAL BALL

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1 WHERE WE'RE GOING TO BE IN THE YEAR 2000. AND IF
2 WE HAVE A MASSIVE INCREASE IN THE AMOUNT OF WASTE
3 EXPORTED, WE MAY WANT TO REVISIT THIS ISSUE AT
4 SOME POINT DOWN THE ROAD, AND THERE WOULD BE
5 NOTHING PRECLUDING THE BOARD FROM DOING THAT.

6 THE LANDSCAPE CAN ALWAYS CHANGE OR
7 CIRCUMSTANCES CAN ALWAYS CHANGE. I DON'T WANT TO
8 LOSE SIGHT OF MY EARLIER POINT THOUGH, WHICH IS
9 WE'RE REALLY LOOKING FOR YOUR DIRECTION TODAY ON
10 WHICH ONES OF THESE INITIATIVES YOU WANT TO SEE US
11 INCORPORATE INTO OUR WORK PLANS, IF YOU WILL.

12 AND SO HAVING SAID THAT, SURE,
13 THERE'S NOTHING PREVENTING YOU FROM BRINGING THIS
14 ITEM BACK AT A LATER DATE OR AT THE NEXT ADMIN
15 COMMITTEE MEETING IF THAT'S WHAT MR. CHESBRO WOULD
16 LIKE TO SEE OR MS. GOTCH ON THIS ITEM.

17 BOARD MEMBER JONES: IN THE SPIRIT OF
18 CLARIFICATION AND FOCUSING, I THINK THIS ITEM
19 NEEDS A LOT OF WORK AND A LOT OF CONSENSUS
20 BUILDING AND A LOT OF ISSUES THAT CAN'T BE DONE IN
21 TWO MONTHS. WHAT SCARES ME ABOUT THIS ITEM AND
22 TRYING TO RUSH IT FORWARD TO GO TO A COMMITTEE AND
23 COME BACK TO THE BOARD, IT'S GOING TO DIE THE SAME
24 DEATH THAT ALL THE OTHER ONES DID BECAUSE THE TIME
25 WASN'T SPENT, YOU KNOW, TO DEVELOP THE RATIONALE,

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1 THE CRITERIA, WHAT ARE THE DIFFERENCES BETWEEN THE
2 RURAL CONCERNS AND THE OTHER CONCERNS, THOSE TYPES
3 OF ISSUES. AND I THINK THAT TAKES TIME.

4 AND WHERE I'M GETTING NERVOUS IS
5 THAT THIS THING NEEDS TO BE TALKED ABOUT, BUT I
6 DON'T THINK IT NEEDS TO BE TALKED ABOUT IN A
7 TWO-MONTH WINDOW FOR AN IMMEDIATE ACTION BECAUSE
8 IT'S GOING TO END UP NOT BEING FULLY DEVELOPED.

9 SO WHILE, YOU KNOW, I THINK WE DO
10 NEED TO TALK ABOUT THIS, I DON'T WANT IT COMING
11 BACK TO THE BOARD IN A MONTH BECAUSE IT'S NOT
12 GOING TO GIVE US THE TIME TO DEVELOP THE NUMBERS
13 TO SUPPORT WHAT IT IS, YOU KNOW, WHAT THE
14 RATIONALE IS BETWEEN THOSE TARGETS. I DON'T KNOW
15 IF MRS. GOTCH WOULD ENTERTAIN AN AMENDMENT TO HER
16 MOTION THAT WE DISCUSS IT, BUT NOT NECESSARILY
17 BRING IT BACK IN THE APRIL MEETING. YOU KNOW,
18 WHATEVER THAT TIME FRAME IS THAT YOU ARE TALKING
19 ABOUT.

20 BOARD MEMBER GOTCH: I WAS GOING TO ASK
21 YOU IF YOU HAD A WAY THAT YOU WANTED TO MODIFY
22 THAT MOTION. I DON'T -- I DON'T KNOW WHERE MR.
23 PENNINGTON AND MR. FRAZEE ARE ON THIS, BUT --

24 CHAIRMAN PENNINGTON: WELL --

25 BOARD MEMBER GOTCH: MY GUESS IS THAT

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1 YES.

2 CHAIRMAN PENNINGTON: IF I UNDERSTAND
3 YOUR MOTION, YOU'RE MOVING IT ON TO THE STAFF NOW.
4 AND I WOULD ASSUME THAT THAT MEANT TO BRING IT
5 BACK TO EITHER THE -- YOU DIDN'T INDICATE WHO TO
6 BRING IT BACK TO. I MEAN I THINK THE POINT IS
7 THAT WE CAN TAKE THIS ISSUE UP ANY TIME IN ADMIN
8 COMMITTEE. ALL WE HAVE TO DO IS AGENDIZE IT AND
9 TAKE IT UP. AND IS THAT SOMETHING THAT WE NEED TO
10 GO THROUGH A MOTION NOW AND DIRECT STAFF AND USE
11 THEIR PARTICULAR TIME AND EFFORT AT THIS POINT.
12 IT MAY BE SIX MONTHS DOWN THE ROAD THAT WE SAY,
13 HEY, LOOK. THIS IS REALLY BEGINNING TO GET MORE
14 AND MORE OF A PROBLEM. WE BETTER TAKE ANOTHER
15 LOOK AT IT.

16 BOARD MEMBER GOTCH: PERHAPS THE SOONER
17 WE DEVELOP THIS PLAN THE BETTER IT WOULD BE FOR US
18 WITH THE TIME THAT'S NECESSARY. IF WE TAKE A LOOK
19 AT IT NOW AND START DEVELOPING THE INFORMATION --

20 CHAIRMAN PENNINGTON: I UNDERSTAND WHAT
21 YOU ARE SAYING. I GO THROUGH THIS AND I SEE AN
22 AWFUL LOT OF STAFF WORK HERE, AND TO HAVE THEM GO
23 DEVELOP THIS ITEM NOW, I THINK, IS PREMATURE. I
24 THINK WE CAN WAIT. IT'S NOT SOMETHING THAT WE
25 CAN'T TAKE UP AT ANOTHER TIME, BUT YOU HAVE A

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1 MOTION, SO WE CAN DEAL WITH IT.

2 BOARD MEMBER CHESBRO: I WOULD SAY FROM

A

3 LEGISLATIVE STANDPOINT, IT'S NOT PREMATURE. I

4 UNDERSTAND THE ARGUMENTS THAT MR. JONES HAS MADE

5 AND YOU'VE MADE ABOUT FULLY FLUSHING THE THING

OUT

6 AND MAKING SURE THAT ALL THE PARTIES HAVE

7 PARTICIPATED IN A DISCUSSION ABOUT WHAT IT SHOULD

8 INCLUDE, BUT IT DOES SEEM THAT IF THERE'S ANY

9 CHANCE OF IT HAPPENING THIS YEAR, THEN YOU HAVE

TO

10 GET TO WORK ON IT WITHOUT NECESSARILY KNOWING THE

11 CONCLUSION AT THE END OF THE PROCESS BECAUSE YOU

12 WANT -- YOU WANT PARTICIPANTS BY THE --

13 PARTICIPATION BY THE AFFECTED PARTIES, IT SEEMS

TO

14 ME.

15 I THINK THAT'S WHAT I HEARD MR.

16 JONES SAYING WAS, YOU KNOW, IF IT'S GOING TO GO,

17 IT'S GOING TO BE A RESULT OF SOME CONSENSUS

18 BUILDING. SO I DON'T KNOW IF THERE'S ANY WAY TO

19 BROADEN THE LANGUAGE TO KEEP IT GENERAL ENOUGH TO

20 LEAVE THE BOARD'S OPTIONS OPEN BUT TO INITIATE

21 SOME KIND OF A PROCESS FOR EXPLORING IT AT THE

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22 SAME TIME.

23 CHAIRMAN PENNINGTON: WE HAVE A MOTION
ON

24 THE FLOOR, SO LET'S GO WITH IT. ANY OTHER
FURTHER

25 DISCUSSION? IF NOT, WILL THE SECRETARY CALL THE

1 ROLL.

2 THE SECRETARY: CAN I CLARIFY THE MOTION
3 FIRST? IT'S TO REFER STRATEGY 5 TO STAFF FOR
4 DEVELOPMENT OF LEGISLATION.

5 CHAIRMAN PENNINGTON: CORRECT.

6 BOARD MEMBER GOTCH: WELL, ACTUALLY NO.
7 STAFF DEVELOPMENT AND TO COME BACK TO COMMITTEE,
8 TO ADMIN COMMITTEE.

9 BOARD MEMBER JONES: QUESTION ON YOUR
10 MOTION. COME BACK TO THE ADMIN COMMITTEE WHEN?
11 JUST -- YOU KNOW WHAT I MEAN?

12 BOARD MEMBER GOTCH: NO. THAT'S A GOOD
13 QUESTION. I HAD ASKED LEGISLATION AND PUBLIC
14 EDUCATION COMMITTEE TO COME BACK WITH A PLAN AND
15 GAVE THEM TWO MONTHS, MAY. SO I DON'T KNOW IF
16 THAT'S A REASONABLE AMOUNT OF TIME. IS THERE --
17 DO YOU HAVE A SUGGESTION ON THIS?

18 BOARD MEMBER JONES: I'D LIKE TO BRING IT
19 BACK TO COMMITTEE AT ANOTHER TIME DOWN THE ROAD.

20 BOARD MEMBER GOTCH: ONCE DEVELOPED?

21 BOARD MEMBER JONES: I THINK WE NEED TO
22 DEVELOP IT AT ADMIN, BUT I JUST THINK THAT THEY'RE
23 GOING TO BE -- I DON'T THINK NOW IS THE RIGHT
24 TIME.

25 BOARD MEMBER CHESBRO: FOUR MONTHS? FIVE

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1 MONTHS? ANY IDEA WHAT WOULD BE REASONABLE?

2 BOARD MEMBER JONES: BEFORE THE END OF
3 THE YEAR. I DON'T KNOW. IT'S HARD TO PUT A DATE
4 BECAUSE THE TIME THAT THEY'RE GOING TO NEED TO DO
5 IT. RIGHT NOW WE'RE AT 400,000 TONS. SO, YOU
6 KNOW, AND WE'VE BEEN AT 400,000 TONS FOR QUITE A
7 WHILE. SO I DON'T THINK THE URGENCY IS IMMEDIATE.

8 BOARD MEMBER CHESBRO: DEPENDING ON WHAT
9 SACRAMENTO DECIDES.

10 BOARD MEMBER JONES: YEAH. YOU KNOW, I
11 THINK IT'S GOING TO TAKE SOME TIME TO DEVELOP IT,
12 AND FOR THAT REASON I CAN'T SUPPORT, YOU KNOW,
13 THIS MOTION WHEN IT'S NOT -- YOU KNOW, I MEAN I
14 DON'T HAVE ANY PROBLEM BRINGING IT BACK TO ADMIN.
15 YOU KNOW WHAT I'M SAYING? BUT I DON'T WANT TO PUT
16 A TIME SPECIFIC ON IT RIGHT NOW IS WHAT I'M
17 SAYING. SO WE NEED TO TALK TO STAFF THROUGH ADMIN
18 AND DEVELOP, YOU KNOW, WHAT THAT CRITERIA SHOULD
19 BE.

20 BOARD MEMBER CHESBRO: I HAVE A
21 SUGGESTION. JUST LEAVE THE DATE OFF OF IT AND
22 MAKE THE MOTION FURTHER EXPLORE IMPOSING THE IWM
23 FEE AT MRF'S AND TRANSFER STATIONS, ETC., AND
24 DON'T PUT A DATE SPECIFIC ON IT.

25 CHAIRMAN PENNINGTON: THAT'S FINE, BUT I

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1 DON'T THINK WE NEED A MOTION FOR THAT, BUT LET'S
2 GO AHEAD AND DEAL WITH THIS.

3 BOARD MEMBER GOTCH: YES. THAT MOTION, I
4 WILL MOVE THAT MOTION.

5 CHAIRMAN PENNINGTON: THE MOTION NOW IS
6 THAT WE'RE GOING TO HAVE THE STAFF EXPLORE THE
7 IMPOSITION OF AN IWM FEE AT MRF'S AND TRANSFER
8 STATIONS FOR MATERIALS DEPOSITED OUTSIDE OF
9 CALIFORNIA -- FOR DISPOSAL OUTSIDE OF CALIFORNIA.
10 OKAY.

11 BOARD SECRETARY: BOARD MEMBER CHESBRO.

12 BOARD MEMBER CHESBRO: AYE.

13 BOARD SECRETARY: FRAZEE.

14 BOARD MEMBER FRAZEE: NO.

15 BOARD SECRETARY: GOTCH.

16 BOARD MEMBER GOTCH: AYE.

17 BOARD SECRETARY: JONES.

18 BOARD MEMBER JONES: NO.

19 BOARD SECRETARY: RELIS. CHAIRMAN
20 PENNINGTON.

21 CHAIRMAN PENNINGTON: NO. MOTION FAILS.

22 WE MOVE TO ITEM 11, AGENDA ITEM 11.

23 BOARD MEMBER CHESBRO: NEED A MOTION TO
24 DISPOSE OF 6.

25 CHAIRMAN PENNINGTON: OH, I THOUGHT WE

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1 DID. FIRST MOTION, WASN'T IT IN THERE?

2 BOARD MEMBER FRAZEE: THE MOTION FAILED.

3 BOARD MEMBER CHESBRO: MOTION FAILED.

4 I'M ASKING YOU. JUST SIMPLY NOT HAVE AN ACTION.

5 CHAIRMAN PENNINGTON: WHEN IT FAILS, IT
6 JUST GOES AWAY, RIGHT?

7 BOARD MEMBER FRAZEE: WELL, THE MOTION
8 WAS TO DELETE IT AND THE MOTION FAILED SO THAT, IN
9 EFFECT, LEAVES IT STANDING.

10 CHAIRMAN PENNINGTON: OKAY.

11 BOARD MEMBER CHESBRO: GOOD THING WE'VE
12 GOT A FORMER LEGISLATOR HERE. I'LL MOVE DELETION
13 OF NO. 6.

14 CHAIRMAN PENNINGTON: I'LL SECOND THAT.
15 ANY FURTHER DISCUSSION? THERE BEING NONE, WILL
16 THE SECRETARY CALL THE ROLL, PLEASE.

17 BOARD SECRETARY: BOARD MEMBER CHESBRO.

18 BOARD MEMBER CHESBRO: AYE.

19 BOARD SECRETARY: FRAZEE.

20 BOARD MEMBER FRAZEE: AYE.

21 BOARD SECRETARY: GOTCH.

22 BOARD MEMBER GOTCH: AYE.

23 BOARD SECRETARY: JONES.

24 BOARD MEMBER JONES: AYE.

25 BOARD SECRETARY: RELIS. CHAIRMAN

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1 PENNINGTON.

2 CHAIRMAN PENNINGTON: AYE. IT'S
3 UNANIMOUS. WE GOT ONE. WE GOT ONE. OKAY.

4 MOVING TO AGENDA ITEM NO. 11(B).
5 JUDY FRIEDMAN. TO STRATEGY 23, CONTINUE TO FOCUS
6 ON DIVERSION PROGRAMS IMPLEMENTED, NOT JUST
7 ACHIEVEMENT OF NUMERICAL GOALS.

8 MS. FRIEDMAN: GOOD MORNING, CHAIRMAN
9 PENNINGTON AND BOARD MEMBERS. YOU JUST BASICALLY
10 GAVE MY INTRODUCTION. SO WITHOUT FURTHER ADO,
11 I'LL TURN THE PRESENTATION OVER TO LORRAINE VAN
12 KEKERIX.

13 MS. VAN KEKERIX: CONCEPT NO. 23 WAS
14 MADE -- WAS -- EXCUSE ME -- COMPRISED OF VARIOUS
15 SUGGESTIONS THAT CAME FORWARD FROM A VARIETY OF
16 PARTIES DURING THE 50-PERCENT PROCESS. THERE
17 SEEMED TO BE CONSIDERABLE CONFUSION ABOUT WHAT THE
18 EXISTING LAW REQUIRES.

19 CURRENT LAW REQUIRES THAT THE BOARD
20 FOCUS ON BOTH DIVERSION PROGRAMS IMPLEMENTED AND
21 GOALS. IT'S -- SO WHAT WE HAVE IN THIS CONCEPT IS
22 AN EXPANSION OF EXISTING BOARD ACTIVITIES.
23 THERE'S CURRENTLY FLEXIBILITY WITHIN THE STATUTES.
24 THERE ARE ALTERNATE GOALS THAT RURAL JURISDICTIONS
25 CAN GET ALTERNATE GOALS FOR BOTH THE 25 AND THE 50

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1 PERCENT. PEOPLE CAN GET TIME EXTENSIONS, ONE YEAR
2 FOR ALL JURISDICTIONS; RURAL JURISDICTIONS CAN
3 HAVE A TWO-YEAR EXTENSION; AND ALL JURISDICTIONS
4 CAN GET A REDUCED GOAL FOR THE 50-PERCENT GOAL.

5 IN ADDITION, THERE'S ALSO
6 FLEXIBILITY IN THE STATUTE THAT ALLOWS THE BOARD
7 TO CONSIDER GOOD FAITH EFFORTS MADE BY JURIS-
8 DICTIONS. PURSUING THIS CONCEPT WOULD NOT REQUIRE
9 LEGISLATION.

10 THE VARIOUS STRATEGY OPTIONS THAT
11 THE BOARD HAS -- I'LL WAIT TILL THEY COME UP ON
12 THE SCREEN HERE. OUR FIRST, SINCE THERE SEEMS TO
13 BE CONFUSION ABOUT WHAT'S IN THE EXISTING LAW,
14 DEVELOP A METHOD TO EDUCATE LOCAL DECISION MAKERS
15 ABOUT THE EXISTING REQUIREMENTS.

16 SECOND, RECOMMEND A CHANGE IN
17 LEGISLATION TO FOCUS ONLY ON PROGRAMS IMPLEMENTED.
18 SOME JURISDICTIONS HAVE ASKED THAT WE ONLY LOOK AT
19 PROGRAMS.

20 THIRD, RECOMMEND A CHANGE IN
21 LEGISLATION TO FOCUS ONLY ON GOAL ACHIEVEMENTS.
22 OTHER JURISDICTIONS HAVE SAID THAT THEY BELIEVE WE
23 SHOULD ONLY LOOK AT NUMBERS AND NOT AT PROGRAMS
24 IMPLEMENTED.

25 AND LASTLY, THE BOARD COULD CHOOSE

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1 NOT TO PURSUE EDUCATING LOCAL DECISION MAKERS
2 ABOUT EXISTING REQUIREMENTS.

3 AND AT THE PLANNING COMMITTEE,
4 PLANNING COMMITTEE'S RECOMMENDATION WAS TO HAVE
5 STAFF DEVELOP MEANS TO EDUCATE PEOPLE ABOUT
6 EXISTING STATUTE AND BOARD POLICIES REGARDING
7 DIVERSION PROGRAM IMPLEMENTATION AND GOAL
8 MEASUREMENT.

9 CHAIRMAN PENNINGTON: OKAY. DISCUSSION?
10 OKAY. MR. JOHN BROOKS IN THE AUDIENCE WOULD LIKE
11 TO ADDRESS THIS ISSUE.

12 MR. BROOKS: THE REASON I'D ASKED TO
13 ADDRESS THIS ONE IS I DIDN'T SEE IT ON THE CONSENT
14 AGENDA, SO I WAS WONDERING IF SOMEBODY ELSE WAS
15 GOING TO ADDRESS IT AND JUST RESPOND TO THAT --
16 I'M SORRY -- ALONG WITH A COUPLE OF THE OTHERS
17 THAT YOU TRIED TO PUT ON THE CONSENT AGENDA, BUT
18 I
19 DIDN'T SEE THEM ON THERE ORIGINALLY. SO I WOULD
20 LIKE TO MAKE A FEW GENERAL COMMENTS, I GUESS,
21 RELATED TO SOME OF THOSE ON THERE.

22 I'M JOHN -- GOOD MORNING, CHAIRMAN
23 AND BOARD MEMBERS. I'M JOHN BROOKS, REGIONAL
24 COUNCIL OF RURAL COUNTIES ENVIRONMENTAL SERVICES
25 JOINT POWERS AUTHORITY. AND ESJPA AND RCRC, THE
TECHNICAL MEMBERS AND THE SUPERVISORS, HAVE

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1 APPRECIATED THE OPPORTUNITY TO PARTICIPATE IN THE
2 COMMITTEE HEARINGS THROUGHOUT THIS MONTH. WE'VE
3 CERTAINLY HAD A LOT OF DISCUSSIONS BACK AT OUR
4 OFFICE ON THE PROPOSALS FOR THE LAST COUPLE OF
5 MONTHS.

6 AND IT WAS REALLY INTERESTING AT OUR
7 LAST ESJPA MEETING. WE HAD 15 OUT OF OUR 17
8 COUNTIES ATTEND, WHICH IS A RECORD FOR US. AND
9 NORMALLY WE STRIVE TO GET A QUORUM OF NINE. I
10 THINK THAT'S IN GOOD PART DUE TO YOUR EFFORTS, AND
11 WHAT'S ON YOUR PLATE THESE DAYS IS BOOSTING OUR
12 ATTENDANCE.

13 CHAIRMAN PENNINGTON: WE TRY TO HELP YOU
14 ANY WAY WE CAN.

15 MR. BROOKS: WE'LL GET TO THE MONEY IN A
16 LITTLE BIT THEN.

17 WHEN I DID ASK I WANTED TO
18 PARTICIPATE IN A WORKING GROUP TO EVALUATE THE
19 REDUCTIONS AND REPORTING REQUIREMENTS THAT WE'RE
20 PURSUING WITH THE LOCAL ASSISTANCE AND PLANNING
21 COMMITTEE, I HAD VIRTUALLY EVERYBODY VOLUNTEER
OUT
22 OF OUR TECHNICAL WORKING GROUP, SO YOU ARE
23 BRINGING US TOGETHER TODAY.

24 THAT WOULD -- WELL, I ACTUALLY
KIND

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25 OF CHARACTERIZE B, C, AND D UNDER THE SAME

1 HEADING, SO IF I CAN MAKE A COUPLE GENERAL
2 COMMENTS, AND THAT WOULD CONCLUDE MY COMMENTS ON
3 THERE.

4 THE ASSISTANCE THAT WE REALLY NEED
5 AT THIS POINT IS REPORTING REDUCTIONS. ACTUALLY
6 GETTING TO THE PAPERWORK, JUST REDUCING THE AMOUNT
7 OF PAPERWORK. AND MR. CHESBRO HAS OFFERED TO HEAR
8 THAT AT THE LOCAL ASSISTANCE AND PLANNING
9 COMMITTEE, AND WE LOOK FORWARD TO WORKING ON THOSE
10 ITEMS WITH HIM.

11 AND THAT'S PRIMARILY THE AREA THAT
12 WE'RE SEEKING SOME REDUCTIONS IN OUR SPECIFIC
13 GOALS. TECHNICAL ASSISTANCE AT THIS TIME APPEARS
14 NOT TO BE SO MUCH OF A PROBLEM FOR OUR RURAL
15 AREAS. THEY'VE SPENT THE LAST FIVE OR SIX YEARS
16 EVALUATING WHAT THEY NEED TO DO TO MOVE TOWARDS
17 THE 50 PERCENT AND SPENT A LOT OF TIME AND EFFORT,
18 AND THEY'VE PRETTY MUCH DECIDED ON WHAT THEY NEED
19 TO DO. NOW IT'S A MATTER OF HAVING THE TIME AND
20 THE MONEY TO REACH THOSE GOALS.

21 AND SO WE'RE NOT GOING TO COME
22 BEFORE YOU AND ASK FOR DOLLARS AT THIS POINT. WE
23 UNDERSTAND YOU'RE UNDER SOME CONSTRAINTS ALSO, BUT
24 IF YOU ARE ABLE TO HELP US OUT IN THE REPORTING
25 REQUIREMENTS, WE WOULD REALLY APPRECIATE THAT.

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1 AND THANK YOU FOR THIS OPPORTUNITY.

2 CHAIRMAN PENNINGTON: OKAY. THANK YOU.

3 ANY QUESTIONS OF MR. BROOKS?

4 BOARD MEMBER CHESBRO: I HAVE A COMMENT

5 AND A MOTION, MR. CHAIRMAN. YOU DON'T HAVE ANY

6 MORE SPEAKERS ON THIS ONE.

7 CHAIRMAN PENNINGTON: NO MORE SPEAKERS.

8 BOARD MEMBER CHESBRO: THIS ITEM

REALLY,

9 I THINK, IS A PART OF OUR REWRITING THE

DEFINITION

10 OF ASSISTANCE AND THE DIRECTION OF THE

ASSISTANCE

11 THAT THE BOARD PROVIDES TO LOCAL GOVERNMENTS.

WE

12 CAN'T GET AWAY ENTIRELY FROM THE NUMERICAL GOALS

13 WHICH HAVE BEEN EMBEDDED IN 939 AND DON'T APPEAR

14 TO BE GOING AWAY, BUT WE CAN FOCUS OUR

ASSISTANCE

15 ON PROGRAMS AND IMPLEMENTATION AS OPPOSED TO

JUST

16 PLANNING AND COUNTING.

17 AND SO THAT'S -- THIS IS TALKING

18 ABOUT ASSISTING WITH PROGRAMMATIC IMPLEMENTATION

19 AND NOT JUST THE MORE TECHNICAL TYPE OF

20 ASSISTANCE. SO UNLESS THERE'S OTHER QUESTIONS

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OR

21 COMMENTS, I WILL MOVE APPROVAL OF STRATEGY NO.

23.

22 CHAIRMAN PENNINGTON: NEED A SECOND.

23 BOARD MEMBER GOTCH: I'LL SECOND.

24 CHAIRMAN PENNINGTON: MRS. GOTCH

SECONDS.

25 ANY DISCUSSION FROM THE BOARD MEMBERS? IF NOT,

1 WILL THE SECRETARY CALL THE ROLL.

2 BOARD SECRETARY: BOARD MEMBER CHESBRO.

3 BOARD MEMBER CHESBRO: AYE.

4 BOARD SECRETARY: FRAZEE.

5 BOARD MEMBER FRAZEE: AYE.

6 BOARD SECRETARY: GOTCH.

7 BOARD MEMBER GOTCH: AYE.

8 BOARD SECRETARY: JONES.

9 BOARD MEMBER JONES: AYE.

10 BOARD SECRETARY: RELIS. CHAIRMAN
11 PENNINGTON.

12 CHAIRMAN PENNINGTON: AYE. MOTION
13 CARRIES.

14 NEXT IS STRATEGY NO. 25.

15 MS. FRIEDMAN: YES. STRATEGY NO. 25 IS
16 MEASURE NUMERICAL GOAL ACHIEVEMENT BY COUNTY,
17 REGION, OR STATE, NOT BY INDIVIDUAL CITY OR
18 UNINCORPORATED COUNTY. LORRAINE VAN KEKERIX WILL
19 AGAIN MAKE THE PRESENTATION FOR STAFF.

20 MS. VAN KEKERIX: MANY MEASUREMENT
21 INACCURACIES THAT WERE IDENTIFIED BOTH IN THE BASE
22 YEAR AND IN THE CURRENT WASTE DISPOSAL MEASUREMENT
23 SYSTEM ARE TIED TO ALLOCATION OF WASTE FROM A
24 REGIONAL LEVEL TO THE INDIVIDUAL JURISDICTION
25 LEVEL. CONSEQUENTLY, WHEN WE HAD THE 50-PERCENT

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1 WORKSHOPS AND TALKED WITH JURISDICTION, THERE WERE
2 MANY REQUESTS THAT WE LOOK AT WAYS TO REDUCE THIS
3 PROBLEM.

4 SO THIS IS AN EXPANSION OF WORK BY
5 THE MEASUREMENT ACCURACY WORK GROUP THAT HAS BEEN
6 GOING ON FOR A COUPLE OF YEARS. THIS IS NOT
7 SOMETHING THAT WAS SPECIFICALLY ADDRESSED IN THE
8 AGENDA ITEM THAT THEY WILL BE BRINGING FORWARD TO
9 YOU TOMORROW, BUT IT TIES IN WITH THAT WORK.

10 WE CURRENTLY HAVE A PROVISION IN THE
11 LAW THAT ALLOWS REGIONAL AGENCIES TO MEASURE AS A
12 LARGER AREA UNDER EXISTING STATUTE. SOME OF THE
13 OTHER IDEAS IN THE CONCEPTS THAT CAME FORWARD FROM
14 THE VARIOUS CONSTITUENTS WERE THAT WE COULD
15 MEASURE ON A COUNTY BASIS OR A STATEWIDE BASIS.
16 AND THOSE WOULD REQUIRE LEGISLATIVE CHANGES. SO
17 THAT'S BASICALLY WHAT THE IDEAS IN THIS CONCEPT
18 WERE.

19 AND THE STRATEGIES THAT WERE
20 CONSIDERED BY THE COMMITTEE WERE, FIRST,
21 REQUESTING A REPORT ON ISSUES WITH CHANGING THE
22 AREA FROM THE INDIVIDUAL JURISDICTION TO A LARGER
23 AREA.

24 SECONDLY, SINCE REGIONAL AGENCIES
25 HAVE A PERCEIVED DISINCENTIVE OF PERHAPS BEING

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1 RESPONSIBLE FOR LARGER FINES, ANOTHER OPTION,
2 STRATEGY OPTION, WOULD BE TO PURSUE LEGISLATION TO
3 MODIFY FINES FOR REGIONAL AGENCIES.

4 THIRD POTENTIAL STRATEGY WOULD BE TO
5 PURSUE LEGISLATION TO FOCUS MORE ON PROGRAM
6 IMPLEMENTATION THAN ON GOAL MEASUREMENT SINCE THE
7 GOAL MEASUREMENT IS AN ISSUE FOR MANY JURIS-
8 DICTIONS.

9 FINALLY, THE COMMITTEE ALSO
10 CONSIDERED NOT PURSUING CHANGES IN GOAL
11 MEASUREMENT.

12 AND THE COMMITTEE RECOMMENDATION WAS
13 TO BASICALLY CHANGE THIS CONCEPT FROM MEASURING
14 NUMERICAL AND GOAL ACHIEVEMENT BY CITY, COUNTY,
15 REGION, OR STATE TO PROMOTING REGIONS BY PROVIDING
16 INFORMATION AND EDUCATION ABOUT REGIONS AND THEIR
17 USEFULNESS TO LOCAL JURISDICTIONS AND EXPLORING
18 ALTERNATIVE METHODS OF MEASURING REGIONAL WASTE-
19 STREAMS IN RURAL JURISDICTIONS.

20 CHAIRMAN PENNINGTON: THIS WOULD BE TO
21 PROMOTE REGIONAL SYSTEMS IN RURAL COUNTIES ONLY OR
22 STATEWIDE?

23 MS. VAN KEKERIX: I BELIEVE THAT THE
24 PROMOTING REGIONS WAS STATEWIDE, AND LOOKING AT
25 THE VARIOUS ALTERNATIVE METHODS FOR MEASURING THE

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1 GOALS WAS LIMITED TO RURAL JURISDICTIONS.

2 CHAIRMAN PENNINGTON: I ASSUME, THEN, THE
3 COMMITTEE IS CONVINCED THAT REGIONAL DEVELOPMENT
4 IS THE WAY TO GO?

5 BOARD MEMBER CHESBRO: WELL, THERE'S A
6 SORT OF A BALANCING ACT THAT HAS TO BE DONE THERE.
7 WE HAVE SEVEN YEARS OF HISTORY WITH CITIES AND
8 COUNTIES BEING HELD ACCOUNTABLE. AND TAKING
9 INDIVIDUAL ACTIONS AND TO IMPOSE STATEWIDE A
10 COMPLETE CHANGE IN THAT ACCOUNTABILITY SYSTEM,
11 WHICH IS WHAT THE GENERAL CONCEPT ENVISIONED,
12 WHICH WAS TO GO TO COUNTYWIDE OR REGIONWIDE
13 MEASUREMENT, AND HAD SEVERAL PROBLEMS. ONE IS IT
14 CHANGES THE WHOLE STRUCTURE IN THE MIDDLE OF THE
15 STREAM.

16 BUT SECONDLY, YOU WILL FIND, IF YOU
17 GO OUT AND TALK TO CITIES AND COUNTIES, THAT THEY
18 LOVE INCENTIVES AND OPTIONS FOR REGIONALISM THAT
19 IS VOLUNTARY. WHEN YOU FORCE THEM INTO A ROOM
20 TOGETHER, THAT DOESN'T WORK. AND SO WHAT THE
21 COMMITTEE DID WAS TWO THINGS. ONE, FIRST OF ALL,
22 WAS TO DIRECT THAT WE STEP UP OUR EFFORTS TO GET
23 INFORMATION OUT ABOUT THE ADVANTAGES OF REGION-
24 ALIZING, AND THAT PROBABLY WOULD INVOLVE GIVING
25 EXAMPLES BECAUSE THERE'S BEEN SOME REALLY GREAT

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1 EXAMPLES AROUND THE STATE OF JPA'S THAT HAVE
2 BROUGHT THE CITIES AND COUNTIES TOGETHER AND SAVED
3 A TON OF MONEY.

4 SO WE COULD DEMONSTRATE TO THE LOCAL
5 GOVERNMENTS WHAT THE ADVANTAGES ARE. AND THEN
6 SECONDLY, WE HEARD FROM RCRC AND SOME OF ITS
7 MEMBERS THAT PERHAPS AS PART OF THE PROCESS OF
8 LOOKING AT STREAMLINING THE RURAL PROCESSES, THAT
9 WE LOOK AT SOME ALTERNATIVE METHODS OF COUNTING
10 SHORT OF FORMING JPA'S THAT WOULD JUST APPLY TO
11 RURAL COUNTIES.

12 NOW, THAT MIGHT REQUIRE LEGISLATION.
13 I DON'T KNOW. BUT THEY SAID SOMETIMES WE CAN'T
14 GET A JPA TOGETHER, BUT THE COST-EFFECTIVENESS OF
15 COUNTING THE CITY THAT HAS 400 PEOPLE IN IT AND
16 THE COUNTY AND TRYING TO GET THE WASTE HAULER THAT
17 SERVES BOTH THE INCORPORATED AND UNINCORPORATED
18 AREA TO SORT WHICH WASTE CAME FROM WHERE IS SO
19 COMPLICATED FOR THE AMOUNT OF WASTE INVOLVED THAT
20 IT'S A WASTE OF RESOURCES FOR EVERYBODY.

21 AND THAT POINT WAS WELL TAKEN BY THE
22 COMMITTEE, SO WE AGREED TO LOOK AT THE QUESTION OF
23 WHETHER WE COULD COME UP WITH SOME OTHER WAY OF
24 GETTING TO REGIONAL COUNTING FOR RURAL COUNTIES
25 THAT MIGHT BE DIFFERENT THAN WHAT'S GOING ON IN

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1 THE REST OF THE STATE.

2 THAT'S JUST SOMETHING TO EXPLORE.

3 IT'S NOT AT THIS POINT PROPOSING THAT THE BOARD
4 ENDORSE ANYTHING. SO THOSE WERE THE TWO ITEMS
5 THAT CAME OUT OF THE CONCEPT OF PROMOTING REGIONS,
6 WHICH IS WHAT IT NOW ENTAILS. AND I'M PREPARED TO
7 MOVE THAT IF THERE'S NO QUESTIONS.

8 CHAIRMAN PENNINGTON: ANY QUESTIONS OF
9 MR. CHESBRO? MR. BROOKS, DID YOU WANT TO SPEAK TO
10 THAT ONE?

11 MR. BROOKS: NO, THANK YOU.

12 CHAIRMAN PENNINGTON: OKAY. WE'LL
13 ENTERTAIN A MOTION.

14 BOARD MEMBER CHESBRO: I'LL MOVE ITEM 25
15 AS MODIFIED BY THE COMMITTEE.

16 BOARD MEMBER GOTCH: AND I'LL SECOND.

17 CHAIRMAN PENNINGTON: OKAY. IT'S BEEN
18 MOVED AND SECONDED. IF THERE'S NO FURTHER
19 QUESTIONS, WILL THE SECRETARY CALL THE ROLL.

20 BOARD SECRETARY: BOARD MEMBER CHESBRO.

21 BOARD MEMBER CHESBRO: AYE.

22 BOARD SECRETARY: FRAZEE.

23 BOARD MEMBER FRAZEE:

AYE.

24 BOARD SECRETARY: GOTCH.

25 BOARD MEMBER GOTCH: AYE.

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1 BOARD SECRETARY: JONES.

2 BOARD MEMBER JONES: AYE.

3 BOARD SECRETARY: CHAIRMAN PENNINGTON.

4 CHAIRMAN PENNINGTON: AYE. MOTION

5 CARRIES.

6 WE'LL MOVE TO STRATEGY NO. 26.

7 MS. FRIEDMAN: STRATEGY NO. 6 IS DEVELOP
8 SOLUTIONS TO PROBLEMS WITH MEASURING GOAL
9 ACHIEVEMENT. AND, AGAIN, LORRAINE WILL MAKE THE
10 PRESENTATION FOR STAFF.

11 MS. VAN KEKERIX: ONE OF THE ITEMS THAT
12 CAME UP AGAIN AND AGAIN DURING 50 PERCENT WAS GOAL
13 MEASUREMENT ISSUES. AND THE STAFF WAS ALREADY
14 INVOLVED IN THE GOAL MEASUREMENT ACCURACY
15 WORKSHOPS. THIS WAS THE -- IN THE PLANNING
16 COMMITTEE THE SUBJECT OF AN AGENDA ITEM THAT
17 IMMEDIATELY PRECEDED THIS ONE, AND IT'S ON YOUR
18 AGENDA TOMORROW. SO THE BULK OF THE DISCUSSION
ON

19 THIS JUST ENDED UP COMING TO THE BOARD IN THE
SAME

20 MONTH. AND NOW IT'S ON DIFFERENT DAYS FOR THE
21 BOARD MEETING, BUT THE BULK OF THIS ONE HAS
22 ALREADY COME FORWARD.

23 WE'RE LOOKING AT A COUPLE OF ITEMS
24 THAT CAME FORWARD FROM THAT WORKING GROUP THAT

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HAD

25 NOT BEEN ADDRESSED. SO THE BOARD COULD LOOK AT

1 EXPANSION OF EXISTING WORK TO DEVELOP ADDITIONAL
2 SOLUTIONS IN TERMS OF DISASTER WASTE AND IDENTI-
3 FYING THE JURISDICTION OF ORIGIN OF ORPHAN WASTE
4 THAT'S AT MRF'S.

5 SO DO WE HAVE A STRATEGIES OVERHEAD
6 ON THAT ONE? THE STRATEGIES THAT THE COMMITTEE
7 CONSIDERED WERE THAT, FIRST OF ALL, THEY HAD -- A
8 DETAILED REPORT FROM THE MEASUREMENT ACCURACY WORK
9 GROUP WAS ON THE AGENDA. SECONDLY, PURSUING
10 ADDITIONAL WORK RELATED TO DISASTER WASTE AND
11 ORPHAN WASTE AT MRF'S OR NOT PURSUING GOAL
12 MEASUREMENT SOLUTIONS ANY FURTHER.

13 AND THE COMMITTEE RECOMMENDATION WAS
14 TO DIRECT STAFF TO PREPARE A REPORT ON PROBLEMS
15 WITH MEASURING GOAL ACHIEVEMENT RELATED TO
16 DISASTER WASTE AND METHODS TO IDENTIFY ORPHAN
17 DIVERTED WASTES AT MRF'S.

18 CHAIRMAN PENNINGTON: OKAY. THIS HAS
19 PRETTY MUCH ALREADY BEEN DEVELOPED FOR THE ITEM
20 TOMORROW. AM I CORRECT ABOUT THAT?

21 MS. FRIEDMAN: THAT IS CORRECT WITH THE
22 EXCEPTION OF THE ORPHAN WASTE AT MRF'S AND THE
23 DISASTER WASTE.

24 BOARD MEMBER CHESBRO: I WOULD LIKE TO
25 ADD A COMMENT TO THAT TOO, MR. CHAIRMAN, IF I
MAY.

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1 WE'LL HEAR SOME TODAY AND PROBABLY
2 SOME TOMORROW. WE HAVE A NUMBER OF LETTERS ABOUT
3 WHAT THE CONCERNS ARE WITH THE BASE-YEAR APPROACH.
4 BUT I THINK THAT ONE OF THE REASONS WHY THE
5 CONCEPT IS NECESSARY, EVEN THOUGH MUCH OF THE WORK
6 HAS ALREADY BEEN DONE, IS THERE'S AN ASSUMPTION
7 BUILT IN THAT THE WORKING GROUP CAME UP WITH A
8 SERIES OF OPTIONS. THEY'RE NOT EXCLUSIVE OR
9 LIMITED. THOSE ARE THE ONES THAT SO FAR, FOR THE
10 MEMBERS OF THE WORKING GROUP, SEEM LIKE THEY WOULD
11 HELP LOCAL JURISDICTIONS WITH THEIR BASE-YEAR
12 PROBLEMS.

13 BUT THE POLICY IS IMPORTANT FROM THE
14 STANDPOINT THAT WE'RE NOT PRECLUDING OTHER
15 OPTIONS. IF COUNTY OF LOS ANGELES OR SOME OTHER
16 CITY OR ANY JURISDICTION COMES FORWARD AND SAYS
17 HERE'S ANOTHER OPTION THAT WOULD HELP OUR PROBLEM,
18 WE'RE COMPLETELY OPEN TO IT AND WE'LL CONTINUE TO
19 WORK WITH THEM. SO THAT'S THE DIFFERENCE BETWEEN
20 WHAT WE'LL BE CONSIDERING TOMORROW AND THIS ITEM.

21 I THINK THIS ITEM IS BROADER AND
22 SAYS WE WILL CONTINUE TO TRY TO DEVELOP THE BEST
23 SOLUTIONS TO THESE PROBLEMS FOR THE
JURISDICTIONS

24 WITH THEIR INPUT. TOMORROW WE WILL BE
ADDRESSING

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25 AND ADOPTING, I HOPE, SOME OF THOSE SPECIFIC

1 OPTIONS THAT HAVE BEEN DEVELOPED TO DATE. SO
2 THANK YOU.

3 CHAIRMAN PENNINGTON: MR. MICHAEL, DID
4 YOU WANT TO ADDRESS THIS ISSUE?

5 MR. MICHAEL: MR. CHAIRMAN, MEMBERS OF
6 THE BOARD, JACK MICHAEL REPRESENTING LOS ANGELES
7 COUNTY. MY PRIMARY ISSUE IS ON THE ITEM TOMORROW.
8 HOWEVER, I DON'T KNOW, YOU KNOW, WHICH IS FIRST
9 HERE, THE CHICKEN OR THE EGG. BUT THE IDEA OF
10 FURTHER STUDY IS CLEARLY MY POINT FOR TOMORROW,
11 AND I WOULD SUGGEST TOMORROW THAT ACTION BE
12 DEFERRED. BUT I THINK IT'S REALLY IMPORTANT THAT
13 WE UNDERSTAND, AND I'LL REPEAT SOME OF THIS
14 TOMORROW, THAT ISSUES IN RURAL COUNTIES AND URBAN
15 COUNTIES AREN'T ALWAYS DIFFERENT.

16 THE SUGGESTION THAT POLITICAL
17 PROBLEMS ONLY EXIST IN REGIONALIZING IN RURAL
18 AREAS I CAN'T BUY. WE HAVE POLITICAL PROBLEMS IN
19 URBAN AREAS AS WELL. BUT I THINK IT IS IMPORTANT
20 THAT THE BOARD UNDERSTAND, IN PURSUING WHAT MR.
21 CHESBRO JUST SUGGESTED, THAT THERE BE FLEXIBILITY
22 AND ADDITIONAL SOLUTIONS PURSUED. WE WOULD AGREE
23 WITH. WHAT I'M TRYING TO AVOID IS GETTING LOCKED
24 INTO SOME CERTAINTIES BY STAFF BECAUSE OF RATHER
25 SPECIFIC LANGUAGE THAT THE BOARD MAY ADOPT IN ANY

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1 OF THESE EFFORTS.

2 SO CLEARLY, LOOKING AT WAYS TO SOLVE
3 THIS PROBLEM IN ADDITIONAL WAYS IS IMPORTANT. I
4 WOULD ONLY FURTHER ENCOURAGE THAT IN ALL OF THESE
5 CASES, MAYBE THE EFFORT SHOULD BE FOCUSED WHERE
6 THE BIGGEST DEGREE OF THE PROBLEM IS. IN OTHER
7 WORDS, THE MEASUREMENTS OF BASE-YEAR ACCURACIES
8 DOESN'T EXIST IN A UNIFORM MANNER THROUGHOUT THE
9 STATE, I DON'T BELIEVE. WE HAVE A BIGGER

PROBLEM

10 THAN OTHER AREAS, AND I THINK PART OF WHAT OUR
11 CONCERN IS IS THAT BECAUSE THE REST OF THE
STATE

12 SEEMS TO BE SATISFIED WITH SOME OF THESE
CONCEPTS

13 AND SOLUTIONS, THAT IT FITS STATEWIDE, AND THAT
14 ISN'T NECESSARILY THE CASE.

15 CHAIRMAN PENNINGTON: THANK YOU, MR.
16 MICHAEL. ANY QUESTIONS OF MR. MICHAEL? IF
NOT,

17 ANY FURTHER DISCUSSION?

18 BOARD MEMBER CHESBRO: WELL, MY
19 SUGGESTION -- FIRST OF ALL, THE COMMITTEE DID
ADD

20 GENERAL LANGUAGE TO THE ACTION THAT'S GOING TO

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BE

21 BEFORE US TOMORROW ABOUT STAFF CONTINUING TO
WORK

22 WITH JURISDICTIONS ON ADDITIONAL ALTERNATIVES.

23 AND SO HOPEFULLY THE BOARD WILL ADOPT THAT

24 TOMORROW.

25 I THINK THAT THIS UMBRELLA POLICY

1 INCORPORATES THAT CONCEPT BY SAYING ESSENTIALLY
2 DEVELOPING SOLUTIONS TO PROBLEMS WITH MEASURING
3 GOAL ACHIEVEMENT AND CONTINUING THAT PROCESS, NOT
4 CONSIDERING TOMORROW'S ACTION AS THE END OF THE
5 DISCUSSION. SO I WOULD MOVE THE ITEM 26.

6 CHAIRMAN PENNINGTON: OKAY. IT'S BEEN
7 MOVED. I NEED A SECOND.

8 BOARD MEMBER GOTCH: I'LL SECOND.

9 CHAIRMAN PENNINGTON: IT'S BEEN MOVED AND
10 SECONDED TO MOVE ITEM 26. ANY FURTHER DISCUSSION?
11 IF NOT, WILL THE SECRETARY CALL THE ROLL, PLEASE.

12 BOARD SECRETARY: BOARD MEMBER CHESBRO.

13 BOARD MEMBER CHESBRO: AYE.

14 BOARD SECRETARY: FRAZEE.

15 BOARD MEMBER FRAZEE: AYE.

16 BOARD SECRETARY: GOTCH.

17 BOARD MEMBER GOTCH: AYE.

18 BOARD SECRETARY: JONES.

19 BOARD MEMBER JONES: AYE.

20 BOARD SECRETARY: CHAIRMAN PENNINGTON.

21 CHAIRMAN PENNINGTON: AYE. OKAY.

22 ITEM STRATEGY NO. 27, WHICH IS ITEM
23 NO. E.

24 MS. FRIEDMAN: YES, THIS IS COORDINATE
25 BOARD TECHNICAL ASSISTANCE TO SPECIFIC CITY/COUNTY

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1 AND CONTINUE SHIFT FROM PLANNING TO DIVERSION
2 PROGRAM IMPLEMENTATION ASSISTANCE. LORRAINE WILL
3 MAKE THE PRESENTATION FOR STAFF.

4 MS. VAN KEKERIX: DURING THE 50-PERCENT
5 PROCESS, MANY JURISDICTIONS TOLD US THAT THEY WERE
6 PLEASED WITH THE COORDINATED TECHNICAL ASSISTANCE
7 THAT THEY WERE GETTING FROM BOARD STAFF AND THAT
8 THEY'D LIKE TO SEE THAT COORDINATED ASSISTANCE
9 INCREASE. SO THIS WOULD BE AN EXPANSION OF
10 EXISTING BOARD ACTIVITIES, AND IT'S BOARD
11 ACTIVITIES THAT GO THROUGHOUT THE DIVISIONS.

12 IT COULD REQUIRE SOME ADDITIONAL
13 RESOURCES TO DO THE COORDINATED TECHNICAL
14 ASSISTANCE. IN ADDITION TO COORDINATING THE
15 TECHNICAL ASSISTANCE, THEY ASKED FOR A SHIFT FROM
16 PLANNING TO MORE PROGRAM TECHNICAL ASSISTANCE.

17 AND GOVERNOR WILSON'S CALIFORNIA
18 COMPETE PROGRAM CONTAINED A SUGGESTION THAT WE
19 STREAMLINE THE PLANNING REQUIREMENTS, AND THAT
20 WOULD ALLOW TIME FOR TECHNICAL ASSISTANCE. SO
21 THAT'S INCLUDED IN THIS CONCEPT AS WELL. AND
22 LEGISLATION WOULD BE REQUIRED TO DO THAT STREAM-
23 LINING WORK.

24 AND THE STRATEGIES THAT THE
25 COMMITTEE -- WHOOPS. I THINK WE'RE BACK TO 26

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1 THERE ON STRATEGIES -- THAT THE COMMITTEE
2 CONSIDERED ON THIS ONE WERE EXPANDING THE USE OF
3 COORDINATED STAFF TEAMS TO PROVIDE TECHNICAL
4 ASSISTANCE ON DIVERSION PROGRAM IMPLEMENTATION,
5 PURSUING LEGISLATION TO STREAMLINE THE PLANNING
6 DOCUMENT PREPARATION AND REPORTING REQUIREMENTS,
7 OR NOT PURSUE COORDINATED ASSISTANCE OR LEGIS-
8 LATION.

9 AND THE COMMITTEE RECOMMENDATION IS
10 TO DO THE FIRST TWO, TO EXPAND USE OF THE CURRENT
11 INFORMAL PRACTICE OF INTERDIVISIONAL TEAMS WORKING
12 WITH INDIVIDUAL CITIES, COUNTIES, OR REGIONS ON
13 PROGRAM IMPLEMENTATION ISSUES AND TO PURSUE
BOARD

14 SPONSORED LEGISLATION TO STREAMLINE PLANNING
15 DOCUMENT PREPARATION AND REPORTING.

16 CHAIRMAN PENNINGTON: OKAY. THIS IS --
17 MR. BROOKS, YOU HAVE ANYTHING ON THIS ONE?

18 MR. BROOKS: SUBSTITUTE THE PRIOR
19 COMMENTS, PLEASE.

20 BOARD MEMBER CHESBRO: MR. CHAIRMAN, DO
21 YOU HAVE ANOTHER SPEAKER SLIP? I THINK IF I
WERE

22 TO APPLY A WORD TO THIS TO HELP THE BOARD
23 UNDERSTAND WHAT IT IS, IT'S TARGETED OR PERHAPS
24 FOCUSED WOULD BE A GOOD WORD, THAT WE'RE TALKING

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25 ABOUT TRYING TO GET THE TOOLS AND THE MODELS
THAT

1 ARE MENTIONED IN THE OTHER POLICIES IN THE HANDS
2 OF THOSE WHO ARE MOST IN NEED OF THEM AS OPPOSED
3 TO A BROAD ASSISTANCE APPROACH, HAVING THE STAFF
4 AWARE OF WHERE JURISDICTIONS ARE IN THEIR PROGRESS
5 WORK WITH THE ASSISTANCE STAFF TO GET THOSE TOOLS
6 IN THE HANDS OF THOSE WHO NEED THEM IN A WAY THAT
7 THEY CAN BEST UTILIZE THEM.

8 SO THAT'S MY VISION OF ITEM 27, AND
9 I'M PREPARED TO MOVE IT UNLESS THERE'S ANY OTHER
10 QUESTIONS OR COMMENTS.

11 CHAIRMAN PENNINGTON: QUESTIONS?

12 BOARD MEMBER JONES: I JUST HAVE ONE
13 QUICK QUESTION. WE'RE TALKING ABOUT MOVING --
14 MOVING ALONG INFORMATION WHERE THINGS HAVE BEEN
15 SUCCESSFUL. NO COOKIE CUTTER-TYPE REMEDIES,
16 RIGHT?

17 BOARD MEMBER CHESBRO: WELL, I THINK IF
18 YOU LOOK AT THE OTHER REFERENCES TO MODELS AND
19 TOOLS, THERE'S SEVERAL DIFFERENT THINGS THAT WE
20 WOULD BE PROVIDING. THERE'S EXAMPLES OF
21 SUCCESSES. I HOPE THAT WOULD BE ONE OF THE
22 THINGS.

23 ALSO, THERE WOULD BE MODELS THAT
24 HAVE BEEN -- YOU CAN CALL THEM COOKIE CUTTER, BUT
25 THERE'S A NUMBER OF THEM, SO PEOPLE HAVE CHOICES.

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1 AND THE MODELS ARE INTENDED TO HELP THE JURISDIC-
2 TIONS ANALYZE THEIR OPTIONS. YOU KNOW, THEY'RE
3 NOT LIKE HERE'S A SOLUTION THAT WILL WORK FOR YOU.
4 IT'S HERE'S A MENU OR A MODEL BY WHICH YOU CAN
5 ANALYZE YOUR OPTIONS, PLUG IN ALL YOUR LOCAL
6 INFORMATION, AND IT CAN HELP YOU IN THE DECISION-
7 MAKING PROCESS. AND THOSE ARE THE KINDS OF -- AND
8 THEN THERE'S THE WASTE CHARACTERIZATION DATABASE-
9 TYPE APPROACH THAT THAT INFORMATION IS AVAILABLE.
10 THERE'S A VARIETY OF DIFFERENT THINGS THAT STAFF
11 WOULD MAKE THOSE JURISDICTIONS AWARE OF AND HELP
12 THEM TO ACCESS ESSENTIALLY.

13 BUT I DON'T THINK WE'D BE WALKING
14 INTO A CITY AND SAYING, "WE THINK YOU SHOULD DO
15 CURBSIDE," OR ANYTHING LIKE THAT. IT WOULD BE
16 MORE HERE ARE TOOLS AND MODELS YOU CAN USE FOR
17 ANALYZING YOUR OPTIONS AND MAKING THE DECISIONS
18 ABOUT WHAT WILL WORK BEST FOR YOU.

19 CHAIRMAN PENNINGTON: OKAY. ANY FURTHER
20 QUESTIONS? MR. FRAZEE, ANY QUESTIONS?

21 BOARD MEMBER FRAZEE: NO.

22 BOARD MEMBER CHESBRO: I'LL MOVE IT.

23 CHAIRMAN PENNINGTON: IT'S BEEN MOVED.

24 WE NEED A SECOND.

25 BOARD MEMBER JONES: I'LL SECOND.

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1 CHAIRMAN PENNINGTON: MR. JONES SECONDS.
2 IF THERE'S NO FURTHER DISCUSSION, SECRETARY CALL
3 THE ROLL.

4 BOARD SECRETARY: BOARD MEMBER CHESBRO.

5 BOARD MEMBER CHESBRO: AYE.

6 BOARD SECRETARY: FRAZEE.

7 BOARD MEMBER FRAZEE: AYE.

8 BOARD SECRETARY: GOTCH.

9 BOARD MEMBER GOTCH: AYE.

10 BOARD SECRETARY: JONES.

11 BOARD MEMBER JONES: AYE.

12 BOARD SECRETARY: CHAIRMAN PENNINGTON.

13 CHAIRMAN PENNINGTON: AYE. OKAY.

14 WE'LL MOVE ALONG TO AGENDA ITEM 12.

15 MR. BROOKS --

16 BOARD MEMBER CHESBRO: MAY I THANK THE
17 DIVISIONAL STAFF FOR ALL THEIR WORK ON THIS.
18 THANK YOU.

19 CHAIRMAN PENNINGTON: I WANTED TO ASK MR.
20 BROOKS. HE HAD NO. 11(F) DOWN. DID HE LEAVE?
21 HE'S HIDING. OH, THERE HE IS. YOU HAVE ITEM
22 11(F) WHICH WENT ON THE CONSENT CALENDAR. DID YOU
23 HAVE SOMETHING YOU NEEDED TO TALK TO US ABOUT?

24 THANK YOU.

25 ALL RIGHT. ITEM -- AGENDA ITEM NO.

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1 12(B), CONSIDERATION -- GO AHEAD.

2 MS. TRGOVCICH: GOOD MORNING, MR.
3 CHAIRMAN AND MEMBERS. CAREN TRGOVCICH, DEPUTY
4 DIRECTOR OF THE WASTE PREVENTION AND MARKET
5 DEVELOPMENT DIVISION. I WILL BE VERY BRIEF. WITH
6 ME IS JOHN NUFFER OF THE DIVISION AS WELL.

7 THIS WAS ONE STRATEGY OUT OF SIX
8 THAT WAS NOT RECOMMENDED TO PURSUE. THIS STRATEGY
9 WOULD PROVIDE TAX CREDITS FOR THE PURCHASE OF
10 RECYCLED MATERIALS AS FEEDSTOCK OR THE PURCHASE OF
11 RECYCLING EQUIPMENT. WHAT CAME UP IN THE
12 COMMITTEE MEETING AND WHAT WAS INCLUDED AS THE
13 BASIS OF THE STAFF DISCUSSION WAS THAT THE
14 AVAILABILITY OF TAX CREDITS ON THE SURFACE WOULD
15 APPEAR TO BE AN INCENTIVE FOR THE START-UP OF NEW
16 RECYCLING BUSINESSES. HOWEVER, THE BOARD HAD
17 REPORTED TO THE LEGISLATURE IN 1995 THAT THE
18 PRIMARY BENEFICIARIES OF THE PREVIOUS RECYCLING
19 EQUIPMENT INVESTMENT TAX CREDIT WERE LARGE,
20 ESTABLISHED COMPANIES.

21 AND BASED ON THIS ANALYSIS, IT WAS
22 OUR FEELING THAT THIS PROPOSED STRATEGY WOULD NOT
23 ENGENDER RESULTS BY THE YEAR 2000, WHICH APPEARED
24 TO BE THE GOAL OF THE 50-PERCENT INITIATIVE.
25 THE MARKET DEVELOPMENT COMMITTEE

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1 VOTED NOT TO PURSUE THIS STRATEGY AT ITS MEETING,
2 AND IT'S NOW ON THE AGENDA BEFORE YOU TODAY.

3 CHAIRMAN PENNINGTON: THANK YOU. ANY
4 QUESTIONS OF STAFF ON THIS ISSUE?

5 BOARD MEMBER CHESBRO: MR. CHAIRMAN, I
6 WAS THE DISSENTING VOTE AT COMMITTEE. AND THE
7 REASON IS THAT THE -- THAT REPORT TO THE
8 LEGISLATURE ALSO IDENTIFIED THAT THERE WOULD BE
9 WAYS TO STRUCTURE A TAX CREDIT TO SUCCESSFULLY
10 ATTRACT INVESTMENT THAT WOULD BENEFIT NEW AND
11 START-UP BUSINESSES, BUT -- AND THAT THERE WERE
12 INADEQUACIES IN THE WAY THE ORIGINAL TAX CREDIT
13 WAS WRITTEN.

14 THERE ARE OTHER TAX CREDITS USED IN
15 STATE GOVERNMENT HISTORICALLY, SUCH AS THE ENERGY
16 INVESTMENT TAX CREDITS, WHICH ARE ESSENTIALLY
17 TRANSFERABLE SO THAT A SMALL BUSINESS PERSON COULD
18 GET AN INVESTOR THROUGH A LEASE PURCHASE ARRANGE-
19 MENT OR PERHAPS THEIR LANDLORD OR SOMEBODY ELSE TO
20 BUY EQUIPMENT, AND THEN THE LARGER ENTITY COULD
21 TAKE ADVANTAGE OF THE TAX CREDIT, BUT IT WOULD
22 PROVIDE AN INCENTIVE TO DO THAT.

23 I SOUGHT UNSUCCESSFULLY AT THE TIME
24 TO GET A TAX CREDIT PROPOSAL THROUGH THE
25 LEGISLATURE WHICH WOULD HAVE CORRECTED THOSE

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1 PROBLEMS RATHER THAN GETTING RID OF THE TAX
2 CREDIT. I THINK WE THREW THE BABY OUT WITH THE
3 BATH WATER, AND WE'VE MISSED AN OPPORTUNITY OVER A
4 NUMBER OF YEARS NOW TO SUBSTANTIALLY INCREASE
5 PRIVATE INVESTMENT IN RECYCLING.

6 SO -- AND I DO NOT BELIEVE THAT IT
7 WOULD NOT BE OF ASSISTANCE BEFORE THE YEAR 2000.
8 I BELIEVE IF THE LEGISLATURE ACTED THIS YEAR, IT
9 COULD BE AN INCENTIVE FOR INVESTMENT NEXT YEAR,
10 WHICH IS 1998, AND THAT'S TWO YEARS IN ADVANCE OF
11 THE YEAR 2000. WE COULD SUBSTANTIALLY PUMP
12 MARKETS BY PASSING THIS PROPOSAL, AND SO I
13 WOULD -- I'M NOT INTERESTED IN THE FEEDSTOCK TAX
14 CREDIT, BUT I WOULD PROPOSE THAT THE BOARD ADOPT
15 THE PART OF STRATEGY 10 THAT REFERS TO THE
16 PURCHASE OF RECYCLED EQUIPMENT WITH MODIFICATIONS
17 TO ALLOW THIRD-PARTY INVESTORS TO TAKE ADVANTAGE
18 OF THE TAX CREDIT.

19 CHAIRMAN PENNINGTON: WHAT ARE THE --
20 WHAT WOULD BE THE STAFF IMPLICATIONS OF HAVING A
21 TAX CREDIT? I KNOW, LIKE, IN HOUSING TAX
CREDITS,

22 THEY'VE GOT A WHOLE -- ACTUALLY A WHOLE DIVISION
23 IN THE TREASURER'S OFFICE TO HANDLE THOSE.

24 MS. TRGOVCICH: MR. CHAIRMAN, PERHAPS I

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25 CAN HELP YOU, AND I CAN CERTAINLY ASK CAROLE
BROW

1 TO COME UP AND GIVE YOU A SUMMARY OF HOW WE
2 CURRENTLY OPERATE. AS YOU'RE AWARE, THERE WAS A
3 RECYCLING INVESTMENT TAX CREDIT THAT WAS OFFERED
4 TO BUSINESSES THAT HAS SINCE SUNSETTED. WE
5 CONTINUE TO PROCESS REQUESTS BECAUSE IT WAS A
6 CREDIT THAT OCCURRED OVER A FOUR-YEAR PERIOD. AND
7 THE STAFF WORK THAT'S INVOLVED RANGES FROM
8 EVALUATING THE APPLICATIONS TO GOING THROUGH A
9 PROCESS FOR APPROVAL, GOING THROUGH AN APPEALS
10 PROCESS IF IT'S DENIED. AND CAROLE CAN GIVE YOU
11 MORE INFORMATION ON THAT.

12 MS. BROW: I'M NOT SURE EXACTLY HOW MUCH
13 DETAIL YOU NEED. WE WORK WITH THE FRANCHISE TAX
14 BOARD VERY CLOSELY. THE PROCESS REALLY BOILED
15 DOWN TO WE PREQUALIFIED APPLICATIONS, AND THEN
16 BASICALLY THE FRANCHISE TAX BOARD MADE THE FINAL
17 DETERMINATION.

18 CHAIRMAN PENNINGTON: BUT THE LAW
19 SUNSETTED; IS THAT RIGHT?

20 MS. BROW: YES.

21 CHAIRMAN PENNINGTON: AND IT DID GO TO
22 THE LEGISLATURE TO EXTEND THE SUNSET PERIOD?

23 BOARD MEMBER CHESBRO: WELL, THE BOARD
24 DID NOT ACTIVELY PURSUE SUPPORTING THE LEGISLA-
25 TION, AND THAT, I THINK, SUBSTANTIALLY DAMAGED
ITS

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1 ABILITY TO MOVE FORWARD.

2 CHAIRMAN PENNINGTON: I WOULD SAY THAT.

3 BOARD MEMBER CHESBRO: THE ONE OTHER
4 PIECE THAT I DIDN'T MENTION WAS THERE WAS THE
5 PROBLEM OF PEOPLE TAKING ADVANTAGE OF IT AFTER THE
6 FACT WHEN THEY HEARD ABOUT IT. AND WE CAME UP
7 WITH A SOLUTION FOR THAT TOO, BUT THAT DIDN'T FLY,
8 WHICH WAS TO REQUIRE THE RECIPIENT TO NOTIFY THE
9 BOARD OR THE FRANCHISE TAX BOARD IN ADVANCE OF
10 THEIR INTENT TO TAKE TAX CREDIT BEFORE THEY
11 PURCHASED THE EQUIPMENT SO THAT YOU KNEW THAT THEY
12 WEREN'T JUST HEARING ABOUT IT LATER AND SAYING,
13 "OH, WINDFALL." ACTUALLY THERE WAS A GREATER
14 POSSIBILITY OF IT BEING AN INCENTIVE.

15 SO I THINK THAT WITH A PROACTIVE
16 POSITION BY THE BOARD, THIS IS SOMETHING THAT,
17 WITH THE CHANGES THAT I'M TALKING ABOUT, WOULD
18 HAVE SIGNIFICANT LEGISLATIVE POTENTIAL. I THINK
19 WE JUST REALLY GOT BOGGED DOWN IN SOME SERIOUS
20 PROBLEMS IN MOVING THE THING FORWARD PREVIOUSLY.

21 CHAIRMAN PENNINGTON: OKAY.

22 BOARD MEMBER CHESBRO: I MOVED, YES, THAT
23 WE APPROVE THE RECOMMENDATION WITH REGARDS TO THE
24 RECYCLING EQUIPMENT PORTION, TAX CREDIT PORTION OF
25 THAT ITEM, AND WITH THE MODIFICATIONS THAT I HAVE

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1 SUGGESTED.

2 CHAIRMAN PENNINGTON: IT'S BEEN MOVED.

3 BOARD MEMBER GOTCH: I'LL SECOND.

4 CHAIRMAN PENNINGTON: IT'S BEEN MOVED AND
5 SECONDED. IF THERE'S NO FURTHER DISCUSSION, WILL
6 THE SECRETARY CALL THE ROLL.

7 BOARD SECRETARY: BOARD MEMBER CHESBRO.

8 BOARD MEMBER CHESBRO: AYE.

9 BOARD SECRETARY: FRAZEE.

10 BOARD MEMBER FRAZEE: NO.

11 BOARD SECRETARY: GOTCH.

12 BOARD MEMBER GOTCH: AYE.

13 BOARD SECRETARY: JONES.

14 BOARD MEMBER JONES: NO.

15 BOARD SECRETARY: CHAIRMAN PENNINGTON.

16 CHAIRMAN PENNINGTON: NO. MOTION FAILS.

17 WE NEED A MOTION TO DISPOSE OF IT
18 NOW? I DON'T THINK SO.

19 OKAY. NEXT IS AGENDA ITEM 13,
20 CONSIDERATION OF 50-PERCENT INITIATIVE STRATEGY
21 NO. 42 RELATIVE TO PROVIDING ADDITIONAL TRAINING
22 ON ORGANIC MATERIAL.

23 MR. DIER: MORNING, MR. CHAIRMAN, BOARD
24 MEMBERS. I'M DON DIER, MANAGER OF THE PERMITS
25 BRANCH, HERE ON BEHALF OF DOROTHY RICE, DEPUTY

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1 DIRECTOR OF THE P&E DIVISION. JEFF WATSON OF THE
2 DIVISION WILL MAKE THE PRESENTATION FOR ITEM NO.
3 13.

4 MR. WATSON: JEFF WATSON. THE
5 CONSIDERATION OF STRATEGIES RELATIVE TO PROVIDING
6 ADDITIONAL TRAINING FOR ORGANIC MATERIAL
7 RECYCLING, STRATEGY NO. 42, CURRENTLY I'M THE
8 PROJECT MANAGER. I WAS APPOINTED IN FEBRUARY FOR
9 THE UPCOMING TRAINING IN THE JULY/AUGUST TIME
10 FRAME. AND WE DID HAVE A WORKSHOP IN NOVEMBER AND
11 DECEMBER OF '96 THAT WAS A SUCCESSFUL FIRST
12 PORTION FOR THE ORGANIC MATERIAL RECYCLING
13 TRAINING.

14 AND THE STAFF RECOMMENDATION IN THIS
15 AREA IS TO ASK THE BOARD TO DIRECT STAFF TO
16 CONTINUE WORKING IN THIS AREA TO PROVIDE ONGOING
17 TRAINING FOR ORGANIC MATERIAL RECYCLING. IF
18 THERE'S ANY QUESTIONS, I COULD ANSWER THEM.

19 CHAIRMAN PENNINGTON: OKAY. QUESTIONS?
20 OKAY.

21 BOARD MEMBER GOTCH: NO QUESTIONS.

22 CHAIRMAN PENNINGTON: OKAY. NO
23 QUESTIONS. IF NOT, I'LL ENTERTAIN A MOTION.
24 APPARENTLY NOBODY FROM THE AUDIENCE WISHES TO
25 ADDRESS THIS ISSUE EITHER.

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1 BOARD MEMBER GOTCH: I'LL MOVE THAT WE
2 FORWARD THIS ITEM, THIS STRATEGY.

3 BOARD MEMBER JONES: I'LL SECOND.

4 CHAIRMAN PENNINGTON: OKAY. IT'S BEEN
5 MOVED AND SECONDED THAT WE MOVE THIS ON TO THE
6 COMMITTEE FOR -- I MEAN TO THE STAFF FOR
7 EVALUATING; IS THAT CORRECT? OKAY. NO FURTHER
8 DISCUSSION, ALL THOSE IN FAVOR SIGNIFY BY
9 SAYING -- WILL THE SECRETARY PLEASE CALL THE ROLL.

10 BOARD SECRETARY: BOARD MEMBER CHESBRO.

11 BOARD MEMBER CHESBRO: AYE.

12 BOARD SECRETARY: FRAZEE.

13 BOARD MEMBER FRAZEE: AYE.

14 BOARD SECRETARY: GOTCH.

15 BOARD MEMBER GOTCH: AYE.

16 BOARD SECRETARY: JONES.

17 BOARD MEMBER JONES: AYE. CHAIRMAN
18 PENNINGTON.

19 CHAIRMAN PENNINGTON: AYE. OKAY. THAT'S
20 13. OKAY.

21 AGENDA ITEM 14, CONSIDERATION OF
22 50-PERCENT INITIATIVE STRATEGY NO. 43 AND 44
23 RELATIVE TO ENCOURAGING DIVERSION ACTIVITIES AT
24 FACILITIES AND LANDFILLS. DON DIER.

25 MR. DIER: THANK YOU, MR. CHAIRMAN. THIS

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1 IS A COMBINATION OF TWO STRATEGIES. STRATEGY NO.
2 43 IS TO PROVIDE FACT SHEETS OR GUIDANCE DOCUMENTS
3 ON DIVERSION ACTIVITIES AT DISPOSAL FACILITIES.
4 AND STRATEGY 44 IS TO PROVIDE GUIDANCE TO
5 ENCOURAGE THE OPERATION OF DIVERSION FACILITIES AT
6 LANDFILLS AND DISPOSAL SITES.

7 WHAT STAFF IS RECOMMENDING IS THAT
8 ONE OF THE MEANS THAT WE CAN ACCOMPLISH THIS IS
9 THROUGH AN LEA ADVISORY. THAT'S OUR PRIMARY MEANS
10 OF WRITTEN COMMUNICATION FOR GUIDANCE TO LOCAL
11 ENFORCEMENT AGENCIES. AND WHAT WE'D LIKE TO DO IS
12 DRAFT THAT AND THEN GO TO THE MAY ROUND TABLES,
13 THE SIX ROUND TABLES IN MAY, TO DISCUSS THAT WITH
14 THE LEA'S TO GET THEIR INPUT AND PERHAPS HELP
15 ACTUALLY TO CONSTRUCT THE ADVISORIES BECAUSE THEY
16 ARE IN A POSITION, PROBABLY AS WELL AS THE
17 OPERATOR, TO KNOW WHAT'S GOING ON AT THESE
18 FACILITIES AND TO IDENTIFY OPPORTUNITIES WHERE
19 PERHAPS DIVERSION FACILITIES MIGHT BE APPROPRIATE
20 AT LANDFILLS. AND THEN AFTER THAT INPUT AT THE
21 MAY ROUND TABLES, WE WOULD PROBABLY HAVE THE
22 ADVISORY BE ABLE TO BE ISSUED BY THIS SUMMER. AND
23 THAT IS OUR PROPOSAL.

24 CHAIRMAN PENNINGTON: OKAY. ANY
25 DISCUSSION? ANY QUESTIONS OF MR. DIER? NO

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1 SPEAKERS. I'VE HANDLED ALL MY SPEAKERS. IF
2 THERE'S ANYBODY THAT WANTS TO SPEAK, DON'T FORGET
3 TO FILL OUT A THING HERE. OKAY. BEING NO
4 SPEAKERS --

5 BOARD MEMBER FRAZEE: I'LL MOVE
6 STRATEGIES 43 AND 44. I THINK THEY GO HAND IN
7 HAND.

8 CHAIRMAN PENNINGTON: I'LL SECOND IT.
9 BEING NO FURTHER DISCUSSION, WILL THE SECRETARY
10 CALL THE ROLL.

11 BOARD SECRETARY: BOARD MEMBER CHESBRO.

12 BOARD MEMBER CHESBRO: AYE.

13 BOARD SECRETARY: FRAZEE.

14 BOARD MEMBER FRAZEE: AYE.

15 BOARD SECRETARY: GOTCH.

16 BOARD MEMBER GOTCH: AYE.

17 BOARD SECRETARY: JONES.

18 BOARD MEMBER JONES: (NO RESPONSE.)

19 BOARD SECRETARY: CHAIRMAN PENNINGTON.

20 CHAIRMAN PENNINGTON: AYE. MOTION

21 CARRIES.

22 MAYBE WE CAN SQUEEZE IN A COUPLE OF
23 MORE BEFORE WE DO LUNCH. NEXT WE GO TO ITEM --
24 AGENDA ITEM 16, CONSIDERATION OF 50-PERCENT
25 INITIATIVE, STRATEGY NO. 41 TO IMPLEMENT

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1 TRANSPORTATION PACKAGING INITIATIVE. CAREN
2 TRGOVCICH.

3 MS. TRGOVCICH: THANK YOU, MR. CHAIRMAN
4 AND MEMBERS. WE'RE GOING TO VERY BRIEFLY OVERVIEW
5 FOR YOU WHAT THE INITIATIVE WAS DESIGNED TO DO AND
6 THE OPTION THAT WAS APPROVED BY THE COMMITTEE.

7 IN OUR MODE OF WASTE PREVENTION, WE
8 DID NOT PRINT OUT THE OVERHEADS, SO IT'S JUST
9 GOING TO TAKE US A MINUTE TO GET THE COMPUTER UP
10 HERE.

11 MARY LOU TAYLOR WILL BRIEFLY
12 OVERVIEW FOR YOU THE PURPOSE BEHIND THE INITIATIVE
13 AND THE OPTION CHOSEN.

14 MS. TAYLOR: THE GOAL OF THE STRATEGY IS
15 TO SIGNIFICANTLY REDUCE THE AMOUNT OF PACKAGING
16 GOING TO CALIFORNIA LANDFILLS BY THE YEAR 2000.
17 THE U.S. EPA REPORTS THAT OUT OF 46 WASTE DISPOSAL
18 CATEGORIES, EVEN AFTER RECOVERY, TWO OF THE TOP
19 FIVE ARE PACKAGING.

20 THIS WOULD BE AN EDUCATIONAL PROGRAM
21 WHICH TARGETS PURCHASERS, HANDLERS, AND USERS OF
22 PACKAGING. IT RELIES ON A VOLUNTARY PARTNERSHIP
23 APPROACH WITH A BROAD GROUP OF STAKEHOLDERS.
24 THESE STAKEHOLDER PROVIDE THE EXPERTISE AND
25 COMMUNICATION NETWORK NEEDED TO DEVELOP AND

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1 IMPLEMENT THIS STRATEGY.

2 BECAUSE THIS IS AN EDUCATIONAL
3 PROGRAM, IT DOES NOT PROPOSE OR SUGGEST ANY
4 MANDATES. LIKEWISE, IT DOES NOT ENDORSE ANY
5 MATERIAL TYPE OVER ANOTHER. BUSINESSES CAN
6 DETERMINE FOR THEMSELVES WHAT WILL WORK BEST FOR
7 THEM. THE EDUCATIONAL MATERIALS WILL PRESENT
8 OPTIONS THAT BUSINESSES CAN CONSIDER AND ADOPT OR
9 MODIFY TO FIT THEIR OWN SITUATION.

10 STAFF PRESENTED THREE OPTIONS TO THE
11 POLICY, RESEARCH, AND TECHNICAL ASSISTANCE
12 COMMITTEE ON THE MARCH 18TH MEETING. THE
13 COMMITTEE RECOMMENDED OPTION NO. 2, SHIPPING AND
14 DISTRIBUTION PARTNERSHIP.

15 THIS SYSTEMS APPROACH CAN
16 POTENTIALLY HAVE A LARGER IMPACT BECAUSE THE SCOPE
17 ISN'T LIMITED TO JUST PACKAGING. BUSINESSES THAT
18 IMPROVE THEIR SHIPPING AND DISTRIBUTION EFFICIENCY
19 CAN SAVE THEMSELVES MONEY, WHICH CAN ALSO RESULT
20 IN LESS PACKAGING GOING TO LANDFILLS.

21 STAFF WOULD FACILITATE A MEETING OR
22 WORKSHOP FOR ALL INTERESTED STAKEHOLDERS WHO WOULD
23 PROVIDE INFORMATION AND IDENTIFY EDUCATION
24 METHODS. STAFF WOULD THEN REPORT BACK TO THE
25 POLICY, RESEARCH, AND TECHNICAL ASSISTANCE

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1 COMMITTEE WITH FINDINGS AND RECOMMENDATIONS.

2 ARE THERE ANY QUESTIONS?

3 MS. TRGOVCICH: I'M GOING TO ASK MARY LOU
4 TO JUST PUT IT ON THE PRIOR SLIDE. THE REASON WHY
5 WE WENT THROUGH THIS FOR YOU IS BECAUSE THE OPTION
6 RECOMMENDED BY THE COMMITTEE HAD A NUMBER OF
7 COMPONENTS, SO WE WANTED TO MAKE SURE THEY WERE UP
8 ON YOUR SCREEN FOR YOU.

9 CHAIRMAN PENNINGTON: OKAY. ANY
10 QUESTIONS OF STAFF? ANY DISCUSSION? ANY MOTIONS?

11 BOARD MEMBER JONES: I'LL MAKE A MOTION.
12 THIS WAS IN MY COMMITTEE. IT TOOK A LOT OF WORK.
13 I THINK THAT THE IMPORTANT THING THAT COMES OUT OF
14 THIS IS THAT WE GET THE STAKEHOLDERS, THE
15 MANUFACTURERS, THE RETAILERS, THE USERS, THE
16 SHIPPERS, TALKING ABOUT THIS ITEM IN A WAY THAT
17 THEY ARE GOING TO LOOK OUT FOR THEIR OWN
18 INTERESTS, AND THE BOTTOM LINE IS THE MARKET IS
19 GOING TO DRIVE THIS.

20 I THINK THAT THROUGH THIS PROCESS
21 THIS WAS A VERY GOOD PROCESS, ESPECIALLY FOR ME.
22 I ENJOYED THIS PROCESS. WE HAD A LOT OF MEETINGS
23 WITH STAKEHOLDERS. I THINK IT'S GOT TO BE SAID AT
24 THIS MEETING THAT ORIGINALLY THIS THING WAS
25 SOMETHING MUCH DIFFERENT THAN IT WAS. I THINK WE

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1 HAVE TO COMMEND ALL THE MANUFACTURERS OF THESE
2 PRODUCTS. I THINK THAT THE FOLKS IN THE CARDBOARD
3 INDUSTRY GOT A LITTLE BIT NERVOUS, AND I DON'T
4 BLAME THEM, BUT THEY'RE RECYCLING IN EXCESS OF 60
5 PERCENT OF THEIR PRODUCT. THEY NEED TO BE
6 COMMENDED FOR THAT.

7 I ALSO THINK WE NEED TO KEEP LOOKING
8 AT WAYS TO KEEP IT OUT OF THE LANDFILL, AND THAT'S
9 OUR JOB. AND EVERYBODY HERE DID A GOOD JOB. SO I
10 MAKE A MOTION THAT WE MOVE THIS FORWARD AND THAT
11 WE DEVELOP THE WORKING GROUPS AND DEAL WITH IT
12 THAT WAY.

13 BOARD MEMBER CHESBRO: MR. CHAIRMAN, I'LL
14 SECOND IT. I'D LIKE TO COMMEND STAFF ON HAVING
15 INITIATED THIS WITH INPUT FROM VARIOUS PLACES. I
16 THINK THAT THEY STARTED OUT WITH A MORE AMBITIOUS
17 AND BROADER CONCEPT, WHICH I WISH WE COULD GO
18 FORWARD WITH AND THAT INDUSTRY WOULD NOT BE SO
19 FEARFUL OF THE BOARD'S INTENTIONS THAT WE COULD
20 WORK TOGETHER.

21 I THINK THAT THE EFFORT THAT MR.
22 JONES REFERS TO, TO COME UP WITH SOMETHING THAT
23 THEY DO FEEL COMFORTABLE WITH, IS THE BEST THING
24 FOR US TO DO TODAY, BUT I HOPE THAT IT WILL BUILD
25 RELATIONSHIP AND CONFIDENCE LEVEL THAT NOBODY'S

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1 OUT TO TRY TO MICROMANAGE THE MARKETPLACE. AND
2 THAT'S NOT THE BOARD'S INTENTION, BUT AS MR. JONES
3 HAS SAID, WE DO HAVE THE DUTY TO TRY TO MINIMIZE
4 THE AMOUNT OF MATERIAL GOING INTO THE LANDFILL.
5 AND SO -- BUT I DO THINK THIS IS A REASONABLE
6 ATTEMPT TO ACCOMMODATE BOTH THE CONCERNS OF
7 INDUSTRY AND OUR RESPONSIBILITIES.

8 CHAIRMAN PENNINGTON: OKAY. I AGREE THAT
9 IT'S A RIGHT STEP TO GO. I THINK IT DOES SHOW
10 THAT THE INDUSTRY WAS WILLING TO SIT DOWN AND TALK
11 WITH US AND WORK WITH US AND THAT STAFF WAS
12 WILLING TO SIT AND WORK WITH THEM. I THINK IT'S A
13 GOOD EXAMPLE OF REGULATORS WORKING TOGETHER WITH
14 AN INDUSTRY TO MOVE FORWARD IN AN AREA THAT WE
15 SHOULD BE MOVING FORWARD TO.

16 IF THERE'S NO FURTHER DISCUSSION,
17 SECRETARY CALL THE ROLL.

18 BOARD SECRETARY: BOARD MEMBER CHESBRO.

19 BOARD MEMBER CHESBRO: AYE.

20 BOARD SECRETARY: FRAZEE.

21 BOARD MEMBER FRAZEE: AYE.

22 BOARD SECRETARY: GOTCH.

23 BOARD MEMBER GOTCH: AYE.

24 BOARD SECRETARY: JONES.

25 BOARD MEMBER JONES: AYE.

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1 BOARD SECRETARY: CHAIRMAN PENNINGTON.

2 CHAIRMAN PENNINGTON: AYE. OKAY.

3 ITEM -- AGENDA ITEM 17,
4 CONSIDERATION OF 50-PERCENT INITIATIVE STRATEGY
5 NO. 40 TO EXPAND RESOURCE EFFICIENCY PROMOTION TO
6 BUSINESS AND SCHOOLS.

7 MS. TRGOVCICH: GOOD MORNING, MR.
8 CHAIRMAN. AGAIN, THIS ITEM WILL BE PRESENTED BY
9 THE WASTE PREVENTION AND MARKET DEVELOPMENT
10 DIVISION. WE WILL, ONCE AGAIN, JUST VERY BRIEFLY
11 FOR YOU JUST DESCRIBE WHAT THE INITIATIVE IS AND
12 THEN THE ACTION OF THE COMMITTEE ITSELF.

13 WE HAVE DIFFERENT COLORS FOR YOU
14 THIS TIME.

15 TERRI CRONIN WILL BE PRESENTING
16 THIS.

17 MS. CRONIN: THIS IS STRATEGY NO. 40,
18 RESOURCE EFFICIENCY. THIS IS EXPANDING THE
19 PROMOTION OF RESOURCE EFFICIENCY TO BUSINESS AND
20 INDUSTRY.

21 FIRST THING I'D LIKE TO DO, JUST TO
22 CLARIFY, IS TO DEFINE WHAT RESOURCE EFFICIENCY
IS,

23 SO WE HAVE A COMMON UNDERSTANDING. RESOURCE
24 EFFICIENCY IS USING RESOURCES PRODUCTIVELY
WITHOUT

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25 WASTE. AND WHEN WE TALK ABOUT RESOURCES, WE'RE

1 INCLUDING MATERIALS, ENERGY, TIME, MONEY, AND
2 OTHER INPUTS.

3 THE POLICY COMMITTEE RECOMMENDATION
4 WAS OPTION 1. WE WENT TO THE COMMITTEE WITH TWO
5 OPTIONS. THE ELEMENTS OF THIS OPTION ARE THREE OF
6 THEM WHICH BUILD ON CURRENT EFFORTS. WE WOULD BE
7 EXPANDING DOCUMENTATION OF BUSINESSES -- BUSINESS
8 SECTORS WHERE RESOURCE EFFICIENCY HAS BEEN
9 APPLIED. WE WOULD BE INCORPORATING RESOURCE
10 EFFICIENCY INTO EXISTING OUTREACH MATERIALS, SUCH
11 AS OUR BUSINESS KITS, AND WE WOULD BE DEVELOPING A
12 STRATEGY TO EFFECTIVELY PUBLICIZE RESOURCE
13 EFFICIENCY TO OTHER BUSINESSES.

14 WE DO HAVE SOME ADDITIONAL SLIDES IN
15 CASE YOU WOULD LIKE SOME MORE CLARIFICATION OR
16 ILLUSTRATION OF THIS CONCEPT.

17 MS. TRGOVCICH: I WOULD JUST LIKE, IN
18 FOLLOWING ON TO TERRI, THE COMMITTEE HAD ASKED FOR
19 SOME INFORMATION JUST TO DEMONSTRATE. THE
20 COMMITTEE WANTED QUANTIFICATION OF WHAT COULD THIS
21 INITIATIVE RESULT IN. WE HAVE A SLIDE SHOWING A
22 PARTICULAR BUSINESS, AND I'LL LEAVE IT AT YOUR
23 PLEASURE AS TO WHETHER OR NOT YOU WOULD LIKE
THAT

24 TO PROCEED.

25 CHAIRMAN PENNINGTON: IT'S GETTING

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1 LUNCHTIME.

2 MS. CRONIN: THERE'S ONLY THREE SLIDES
3 THAT SHOW THE EXAMPLE. WE CAN GET THROUGH THEM
4 QUICKLY. MY STOMACH IS IN THE SAME PLACE AS YOURS
5 IS.

6 MS. TRGOVCICH: IT'S A GREAT EXAMPLE.

7 CHAIRMAN PENNINGTON: IF YOURS IS IN BAD
8 SHAPE, THEN IT'S WHERE MINE IS.

9 MS. CRONIN: FIRST, JUST TO SET UP THE
10 SITUATION, ONE OF THE THINGS WE REALIZED IS THAT
11 THE PRIMARY INTEREST OF US AS THE WASTE MANAGEMENT
12 BOARD AND BUSINESSES ARE NOT EXACTLY THE SAME.
13 AND I JUST WANT TO GO OVER THOSE. AND THEN WE'LL
14 DEMONSTRATE THAT IN THE NEXT SLIDE.

15 OBVIOUSLY, OUR INTEREST IS GETTING
16 TO 50 PERCENT BY 2000, REDUCING TONS DISPOSED, AND
17 MOTIVATING BUSINESSES TO HELP US ACHIEVE OUR
18 GOALS. BUSINESSES, ON THE OTHER HAND, ARE MORE
19 INTERESTED IN INCREASING PRODUCTIVITY AND PROFITS
20 AND DECREASING COST AND GETTING A RETURN ON
21 INVESTMENT. SO KIND OF SEE THAT PICTURE.

22 THE NEXT SLIDE IS AN EXAMPLE OF BANK
23 OF AMERICA, WHO ACHIEVED A 25-PERCENT REDUCTION IN
24 PAPER BY ELIMINATING PAPER USE. AND YOU WILL
25 NOTICE AT THE TOP THAT THERE ARE -- IN THE TWO

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1 EXAMPLES THEY DIVERT THE SAME TONS OF PAPER, 7 OR
2 14 TONS. THE FIRST EXAMPLE IS A RECYCLING OPTION.
3 AND UNDER THAT OPTION THEY DON'T EXPERIENCE ANY
4 SAVINGS BY REDUCED PAPER COST, BUT THEY DO
5 GENERATE SCRAP VALUE. AND ALSO THERE ARE DISPOSAL
6 COSTS AVOIDED. SO THEIR SAVINGS REALIZED IS ABOUT
7 \$150,000.

8 UNDER THE RESOURCE EFFICIENCY
9 OPTION, WHAT WE MIGHT MORE COMMONLY CALL WASTE
10 PREVENTION, THEY REALIZE A MILLION DOLLARS IN
11 REDUCED PAPER COSTS, AND ALSO THE DISPOSAL COST
12 AVOIDED. THIS IS A VERY SIMPLIFIED EXAMPLE JUST
13 TO KIND OF ILLUSTRATE THE POINT THAT FOR THE
14 BUSINESS THE RESOURCE EFFICIENCY OPTION IS MUCH
15 MORE ADVANTAGEOUS TO THEIR BOTTOM LINE.

16 FROM OUR PERSPECTIVE THERE'S NOT A
17 BIG DIFFERENCE IN TONNAGE SO THAT KIND OF
18 ILLUSTRATES HOW THE RESOURCE EFFICIENCY OPTION
19 FOCUSES ON THE BUSINESSES' ISSUES.

20 OKAY. ON ESTIMATING POTENTIAL TONS,
21 WE'RE ABLE TO EXTRAPOLATE INFORMATION ABOUT THE
22 COMPUTER AND PHOTOCOPY PAPER THAT WERE REDUCED
23 BY
24 BANK OF AMERICA BASED ON HOW MANY EMPLOYEES THEY
25 HAVE. WE KNOW THERE'S 140,000 EMPLOYEES IN THE
 BANKING SECTOR. SO IF OTHER BANKS IN THAT

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SECTOR

1 IMPLEMENTED THIS SPECIFIC CHANGE THAT BANK OF
2 AMERICA DID, WE'D GET AROUND 2,000 TONS REDUCED.

3 WE CAN EXTRAPOLATE THAT FURTHER TO
4 THE FINANCE, REAL ESTATE, INSURANCE, AND LEGAL
5 SECTOR, WHICH, BASED ON OUR WASTE CHARACTERIZATION
6 DATABASE, IS THE LARGEST GENERATOR OF PAPER, AND
7 WE CAN CALCULATE AN ESTIMATED 11,000 TONS. AND
8 THIS IS TO SHOW THAT THERE IS A WAY THAT WE CAN
9 QUANTIFY OUR EFFORTS.

10 AND THIS IS THE LAST SLIDE. JUST TO
11 QUICKLY REVIEW THE KEY POINTS, OUR CURRENT EFFORTS
12 FOCUS MORE ON OUR INTERESTS, WHICH IS REDUCING
13 WASTE MATERIALS AND DISPOSAL COST AVOIDANCE. AND
14 OUR FUTURE EFFORTS MUST ADDRESS THE CONCERNS OF
15 THE BUSINESS, WHICH OBVIOUSLY ISN'T NECESSARILY
16 TONS. AND WE FEEL RESOURCE EFFICIENCY MORE
17 EFFECTIVELY ADDRESSES THE INTERESTS OF BUSINESSES.

18 CHAIRMAN PENNINGTON: VERY GOOD. GOOD
19 SLIDES.

20 MS. CRONIN: THANKS.

21 CHAIRMAN PENNINGTON: QUESTIONS? ANY
22 QUESTIONS? IF NOT, I'LL ENTERTAIN A MOTION.

23 BOARD MEMBER CHESBRO: MR. CHAIRMAN, I
24 SPENT A LOT OF TIME FLAPPING ABOUT LOCAL
25 ASSISTANCE; BUT ONE OF THE MOST IMPORTANT
THINGS

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1 WE CAN DO TO ASSIST LOCALS IT TO MAKE SURE THAT
2 THE LARGE BUSINESSES, GOVERNMENT INSTITUTIONS,
3 ETC., WITHIN THEIR BOUNDARIES, ARE DIVERTING OR
4 NOT USING A LOT OF MATERIAL THAT GENERATES WASTE.
5 AND SO THIS IS PROBABLY ONE OF THE MOST IMPORTANT
6 LOCAL ASSISTANCE STEPS THAT WE COULD TAKE EVEN
7 THOUGH IT'S INDIRECT, AND I'M VERY SUPPORTIVE OF
8 IT AND WOULD MOVE IT.

9 CHAIRMAN PENNINGTON: OKAY. NEED A
10 SECOND.

11 BOARD MEMBER GOTCH: I'LL SECOND.

12 CHAIRMAN PENNINGTON: IT'S BEEN MOVED AND
13 SECONDED. ANY FURTHER DISCUSSION? SECRETARY CALL
14 THE ROLL.

15 BOARD SECRETARY: BOARD MEMBER CHESBRO.

16 BOARD MEMBER CHESBRO: AYE.

17 BOARD SECRETARY: FRAZEE.

18 BOARD MEMBER FRAZEE: AYE.

19 BOARD SECRETARY: GOTCH.

20 BOARD MEMBER GOTCH: AYE.

21 BOARD SECRETARY: JONES.

22 BOARD MEMBER JONES: AYE.

23 BOARD SECRETARY: CHAIRMAN PENNINGTON.

24 CHAIRMAN PENNINGTON: AYE. MOTION
25 CARRIES.

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1 SHALL WE BREAK FOR LUNCH AND WE'LL
2 COME BACK -- I'VE BEEN THAT EFFICIENT. OKAY.
3 THEN WE'LL DO THIS ONE ITEM. ITEM -- AGENDA ITEM
4 NO. 19, STRATEGY NO. 12 ONLY.

5 MS. LA VERGNE: AGENDA ITEM NO. 19 DEALS
6 STRICTLY WITH STRATEGY NO. 12, WHICH IS TO MORE
7 ACTIVELY PROMOTE UNIT PRICING AMONG CITIES AND
8 COUNTIES. DENNIS MEYERS WILL MAKE THE STAFF
9 PRESENTATION.

10 MR. MEYERS: GOOD AFTERNOON NOW, BOARD
11 MEMBERS. I'LL TRY TO PROCEED THROUGH THIS VERY
12 QUICKLY. THE RECOMMENDATION FROM THE POLICY
13 COMMITTEE WAS STRICTLY TO PURSUE ITEM NO. 12,
14 WHICH IS MORE ACTIVELY PROMOTE UNIT PRICING
15 AMONGST CITIES AND COUNTIES. UNIT PRICING IS A
16 VERY EFFECTIVE RATE STRUCTURE STRATEGY THAT CAN BE
17 USED AT THE LOCAL LEVEL TO INCREASE RECYCLING AND
18 DIVERT WASTE.

19 IT'S USED THROUGHOUT THE UNITED
20 STATES AND CANADA, THOUSANDS OF COMMUNITIES. IT'S
21 VERY BEEN VERY SUCCESSFUL IN A NUMBER OF
22 COMMUNITIES IN CALIFORNIA, PARTICULARLY SANTA
23 MONICA, PASADENA, AND BERKELEY.

24 UP TO THIS POINT THE BOARD HAS
25 DISTRIBUTED UNIT PRICING MANUAL INFORMATION TO

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1 LOCAL COMMUNITIES. WE'VE HELD WORKSHOPS AND A
2 NUMBER OF CONFERENCES ON OUR OWN IN VARIOUS
3 LOCATIONS THROUGHOUT CALIFORNIA AND PROVIDED
4 IMPLEMENTATION ADVICE AND POINTS OF CONTACTS FOR
5 OTHER COMMUNITIES WHO ALREADY HAVE UNIT PRICING.
6 AND THESE CONFERENCES AND WORKSHOPS WERE
PRIMARYLY

7 ATTENDED BY SOLID WASTE MANAGERS, OTHER
SOLID
8 WASTE PROFESSIONALS IN THE LOCAL
COMMUNITIES IN
9 WHICH THEY WERE HELD.

10 SO THE POINT OF THIS
RECOMMENDATION

11 IS FOR THE BOARD TO DO MORE IN THIS
EFFORT. AND

12 ONE AVENUE FOR INCREASING THE USE OF
UNIT PRICING

13 IS TO TAKE A MORE ADVOCACY ROLE AS
OPPOSED TO

14 STRICTLY EDUCATIONAL ROLE.

15 SO RECOMMENDATION NO. 12,
THE

16 CURRENT STAFF THINKING ON HOW TO PURSUE
THIS

17 RECOMMENDATION AT THIS POINT WOULD BE TO

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WORK MORE

18 CLOSELY OR TARGET MORE OF THIS
INFORMATION TOWARDS

19 LOCAL DECISION MAKERS SINCE THE LOCAL
WASTE

20 MANAGEMENT PROFESSIONALS PRETTY MUCH
HAVE HAD THIS

21 INFORMATION FOR QUITE SOME TIME AND HAVE
BEEN

22 APPROACHED THROUGH A VARIETY OF MEDIA,
INCLUDING

23 THE U.S. EPA.

24 SO THIS OUTREACH EFFORT
THAT IS

25 ENVISIONED HERE AT THIS POINT IN TIME
WOULD BE TO

1 TAKE -- UNDERTAKE MATTERS SUCH AS MAKING
2 PRESENTATIONS AT CITY COUNCILS, BOARD OF
3 SUPERVISORS MEETINGS, AT -- HAVING INFORMATION
4 BOOTHS AT CONFERENCES SUCH AS CSAC AND LEAGUE OF
5 CITIES, AND DEVELOPING MATERIALS FOR THAT
6 OUTREACH. THIS APPROACH DOES NOT REQUIRE
7 LEGISLATION, AND IT WOULD LEAVE THE DECISION STILL
8 ULTIMATELY UP TO THE LOCAL JURISDICTIONS TO MAKE.

9 CHAIRMAN PENNINGTON: OKAY. ANY
10 QUESTIONS OR DISCUSSION OF BOARD MEMBERS? JACK
11 MICHAEL TO ADDRESS THIS.

12 MR. MICHAEL: MR. CHAIRMAN, MEMBERS OF
13 THE BOARD, JACK MICHAEL, LOS ANGELES COUNTY. AS I
14 INDICATED AT COMMITTEE, I HAVE NO ISSUE WITH THE
15 EFFECTIVENESS IN MANY COMMUNITIES OF UNIT PRICING
16 ON COLLECTION. AND I ADVOCATE CONTINUING OUTREACH
17 PROGRAMS AS HAVE BEEN DONE IN THE PAST IN TERMS OF
18 PROVIDING ONGOING EXAMPLES OF COMMUNITIES WHERE
19 UNIT PRICING HAS BEEN VERY EFFECTIVE.

20 I FAIL TO RECOGNIZE WHY FOCUSING
21 THIS ATTENTION ON JUST DECISION MAKERS AT THE
22 LOCAL LEVEL PROVIDES ANY GREATER ADVANTAGE THAN
23 WHAT HAS BEEN DONE UP TO NOW UNLESS THE
SUGGESTION

24 IS THAT WASTE MANAGEMENT MANAGERS AREN'T ABLE TO

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25 COMMUNICATE WITH THEIR DECISION MAKERS.

1 SO I WOULD STRONGLY ENCOURAGE THAT
2 THERE DOESN'T NEED TO BE ANY INCREASE IN THE OR
3 FOCUS OF EFFORT, BUT THAT IT CERTAINLY BE
4 CONTINUED AS PART OF THE ONGOING EDUCATION AND
5 OUTREACH THAT THE BOARD IS PROVIDING THROUGH THEIR
6 LOCAL ASSISTANCE PROGRAMS AND ALL THE OTHER
7 PROGRAMS THAT YOU HAVE AND HAVE BEEN TALKED ABOUT.
8 THANK YOU.

9 CHAIRMAN PENNINGTON: THANK YOU. ANY
10 QUESTIONS OF MR. MICHAEL? IF NOT --

11 BOARD MEMBER JONES: MR. CHAIRMAN, ONE
12 OF THE THINGS THAT WE TALKED ABOUT AT COMMITTEE
13 WAS THE FACT THAT IN AN ADVOCACY ROLE, WE COULD GO
14 TO CSAC AND LEAGUE OF CITIES. I'M NOT SURE -- I
15 DON'T KNOW IF WE WENT PAST THAT OR NOT. I DON'T
16 REMEMBER HOW THE DISCUSSION WENT. BUT I KNOW THAT
17 WE HAD TALKED ABOUT HAVING THAT INFORMATION
18 AVAILABLE AT CSAC AND THE LEAGUE OF CITIES ON
19 THOSE DAYS OR USING THAT TYPE OF MATERIAL SO THAT
20 THEY WOULD UNDERSTAND BECAUSE WHILE IT'S TRUE
21 WE'VE BEEN PUTTING THAT INFORMATION OUT ALL THE
22 TIME AS FAR AS THE PLUSES OF THAT TYPE OF
PRICING,

23 IT WAS -- IT WAS THROUGH TESTIMONY OR THROUGH OUR
24 OWN THOUGHTS WE THOUGHT THAT MAYBE IF WE DIRECTED

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25 IT AT THE LEAGUE OR CSAC, IT MAY HAVE MORE IMPACT

1 THAN A SOLID WASTE MANAGER IN A NORMAL PACKET OF
2 INFORMATION. SO THAT WAS THE INTENT. I DON'T
3 THINK THE INTENT WAS TO GO TO CITY COUNCIL
4 MEETINGS OR BOARDS, BUT I MAY BE MISTAKEN BECAUSE
5 THAT WAS A PRETTY BUSY DAY.

6 MS. LA VERGNE: THAT'S RIGHT.

7 BOARD MEMBER JONES: JUST CSAC AND THE
8 LEAGUE. THAT'S WHAT I RECALL. OKAY. THAT WAS
9 THE INTENT, WAS TO CONTINUE. SO I'D LIKE TO MOVE
10 THAT AS A MOTION.

11 BOARD MEMBER CHESBRO: SECOND.

12 CHAIRMAN PENNINGTON: OKAY. WE NEED A
13 SECOND FOR THAT. OKAY. GOOD. SO IT'S BEEN MOVED
14 AND SECONDED. ANY FURTHER DISCUSSION? IF NOT,
15 WILL THE SECRETARY CALL THE ROLL.

16 BOARD SECRETARY: BOARD MEMBER CHESBRO.

17 BOARD MEMBER CHESBRO: AYE.

18 BOARD SECRETARY: FRAZEE.

19 BOARD MEMBER FRAZEE: AYE.

20 BOARD SECRETARY: GOTCH.

21 BOARD MEMBER GOTCH: AYE.

22 BOARD SECRETARY: JONES.

23 BOARD MEMBER JONES: AYE.

24 BOARD SECRETARY: CHAIRMAN PENNINGTON.

25 CHAIRMAN PENNINGTON: AYE. THAT

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1 CONCLUDES THE BOARD'S MEETING FOR TODAY. WE WILL
2 RECESS UNTIL 9:30 TOMORROW MORNING, AT WHICH TIME
3 WE WILL TAKE UP A NEW AGENDA.

4 MR. CHANDLER: WELL, MR. CHAIRMAN, I HAVE
5 TO RAISE A COUPLE OF ISSUES, IF I COULD. I THINK
6 WE'VE GOT A NUMBER OF THINGS THAT THE BOARD HAS
7 DIRECTED STAFF TO DO, AND I'D LIKE TO JUST REVIEW
8 FOR US THE DIRECTION AS IT RELATES TO SOME
9 WORKLOAD CONSIDERATIONS THAT I FEEL I HAVE TO GET
10 OUT.

11 TODAY YOU HAVE ASKED FOR A NUMBER OF
12 THINGS FOR US TO MOVE FORWARD. SPECIFICALLY, IN
13 THE APRIL AND MAY TIME FRAME, WE HAVE A LOT OF
14 WORK TO DO ON THE STRATEGIC PLAN. YOU'VE ALSO
15 ASKED FOR A LOCAL ASSISTANCE PLAN TO COME BACK TO
16 THE COMMITTEE IN MAY, AN EDUCATION AND OUTREACH
17 PLAN TO COME TO THE COMMITTEE IN MAY; AND, OF
18 COURSE, THAT IT IS TO BE DONE CONCURRENT WITH ALL
19 THE REGULAR WORKLOAD ACTIVITY THAT GOES ON IN
20 THESE COMMITTEES.

21 AND FROM A RESOURCE MANAGEMENT
22 PERSPECTIVE, I DO HAVE SOME CONCERNS ABOUT WHAT
23 EVERYBODY'S EXPECTATIONS ARE RELATIVE TO THE
24 AMOUNT OF WORK THAT STAFF IS BEING ASKED TO COME
25 BACK TO DO IN THE NEXT 60 DAYS. YOUR OPENING

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1 STATEMENTS MADE IT CLEAR THAT YOU FELT THAT WE
2 WERE TO COME BACK IN THE CONTEXT OF THE STRATEGIC
3 PLAN, BUT I DO NOTE THAT IN ADOPTING SOME OF THESE
4 COMMITTEE RECOMMENDATIONS, YOU ALSO ASKED FOR
5 THESE SEPARATE PLANS.

6 AND SO I'D LIKE TO PUT OUT ON THE
7 TABLE THAT I HAVE SOME CONCERNS ABOUT STAFF'S
8 ABILITY, PARTICULARLY IN THE LOCAL ASSISTANCE
9 DIVISION, ON OUR ABILITY TO PRODUCE A LOCAL
10 ASSISTANCE PLAN, THE COMPONENT OF THE EDUCATION
11 PLAN, BRING THESE STRATEGIES ALL BACK THROUGH OUR
12 STRATEGIC PLAN, AND CARRY OUT THE ONGOING WORK OF
13 THE DIVISION, WHICH, AS I UNDERSTAND IT, IS GOING
14 TO TAKE UP THE ENFORCEMENT MATTERS AS IT RELATES
15 TO LOCAL ASSISTANCE IN THE NEXT 60 DAYS.

16 BOARD MEMBER CHESBRO: WELL, MR.
17 CHAIRMAN, I WOULD HOPE THAT THESE ITEMS WILL
18 CLOSELY PARALLEL EACH OTHER AND WON'T INVOLVE
19 COMPLETELY DISTINCT AND COMPETING AND SEPARATE,
20 UNRELATED INITIATIVES. IT SEEMS TO ME THAT WE'VE
21 GOT TWO VERY CLOSELY PARALLEL TRACKS. ONE OF

THEM

22 INVOLVES THE WHOLE BOARD ORGANIZATION AND ALL OF
23 THE ISSUES THAT ARE IN THE -- THAT WE ADOPTED
THIS

24 MORNING IN THE STRATEGIC PLAN GOALS, AND WE HAVE

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25 SOME COMPONENTS WHICH ARE SPECIFIC TO GETTING TO

1 50 PERCENT. AND THEY ARE VERY CLOSE TO THE SAME
2 THING.

3 AND SO I WOULD HOPE THAT WE DON'T
4 HAVE TWO SETS OF STAFF COMPLETELY UNRELATED OUT
5 THERE WORKING ON THESE TWO ITEMS THAT WOULD CREATE
6 STAFF COMPETITION.

7 AND THE OTHER THING I WOULD SAY, IF
8 WE PUT THEM INTO A COMPETITIVE MODE, WHICH I THINK
9 THE CHAIRMAN AND I HAVE BEEN TRYING TO AVOID HERE
10 TODAY, IF WE PUT THEM INTO A COMPETITIVE MODE, I
11 HAVE TO MAKE THE ARGUMENT THAT WE'VE BEEN TELLING
12 THE PUBLIC FOR 18 MONTHS THAT WE WERE GOING TO
13 HAVE THE GETTING 50-PERCENT STRATEGY. AND THEY
14 HAVE HEARD VERY LITTLE ABOUT A STRATEGIC PLAN FOR
15 THE BOARD OTHER THAN THE ONE WE ADOPTED A NUMBER
16 OF YEARS AGO. AND I THINK THAT IT'S GOING TO LOOK
17 PRETTY STRANGE IF WE SAY, WELL, WE'RE GOING TO,
18 LIKE, SET THAT ASIDE AND GO WITH THE STRATEGIC
19 PLAN PROCESS.

20 SO I THINK THEY NEED TO BE CLOSELY
21 LINKED ON A PARALLEL PATH, AND THE WAY TO REDUCE
22 THE WORKLOAD IMPLICATIONS IS TO TRY TO REDUCE THE
23 DUPLICATION AS MUCH AS POSSIBLE IN TERMS OF THE
24 WORK THAT'S CALLED STRATEGIC PLAN AND THE WORK
25 THAT'S CALLED LOCAL ASSISTANCE PLAN OR PUBLIC

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1 EDUCATION PLAN. THAT WOULD BE MY RESPONSE.

2 MS. PEDERSEN: IF I COULD ADD TO THIS
3 CONVERSATION BOTH FOR RALPH AND YOU, MR. CHESBRO,
4 YOU KNOW, FROM THE STRATEGIC PLAN CONTEXT, WHAT WE
5 WOULD BE DOING WITH EVERYTHING THAT YOU ACTED ON
6 TODAY IS TO ASK STAFF TO REVIEW THEM, YOU KNOW,
7 BASED ON, AS YOU DIRECTED THIS MORNING, CONCEPTS 1
8 AND 2 IN THE 50-PERCENT INITIATIVE, AND THEN DO
9 SOME ANALYSIS ABOUT, FROM THAT PERSPECTIVE OF
10 CONCEPTS 1 AND 2, WHAT WOULD BE THE FEW MOST
11 CRITICAL THINGS TO FOCUS OUR GOALS ON; I.E., THE
12 OBJECTIVES, AND THEN THE ACTIVITIES THAT WOULD
13 SUPPORT THAT FOCUS; I.E., THE STRATEGIES.

14 SUBSEQUENT TO THAT, ONCE YOU HAVE
15 THAT CLARITY OF POLICY DIRECTION OF A FOCUS FOR
16 YOUR GOAL AND AN ACTIVITY FOR YOUR GOAL, THEN YOU
17 WOULD BE LOOKING AT WHAT DOES STAFF DO WHEN THEY
18 COME TO THEIR DESK EVERY DAY TO SATISFY THAT,
19 WHICH WE CALL AN ACTION PLAN.

20 I THINK WHERE THE RESOURCE, LIKE
HOW
21 DO STAFF DO ALL THESE THINGS AT THE SAME TIME,
22 WHERE THAT QUESTION COMES IN, IS TO GO TO THE
23 LEVEL OF DETAIL OF WHAT STAFF WILL DO IN THEIR
JOB

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24 EVERY DAY IS A FAIRLY SUBSTANTIAL EFFORT, AS WELL
25 AS AT THE SAME TIME TO LOOK MORE BROADLY AT, YOU

1 KNOW, WHAT OUR KEY GOALS AND OBJECTIVES AND
2 STRATEGIES ARE.

3 SO YOU ARE CORRECT, THEY DO
4 PARALLEL. THEY DO PARALLEL. BUT THE DIFFERENCE
5 THAT I SEE IS GOING TO THE LEVEL OF WHAT DO STAFF
6 DO WHEN THEY GET TO THEIR DESK REQUIRES AN
7 ADDITIONAL AMOUNT OF WORK THAT MIGHT MAKE IT HARD
8 FOR ALL OF THESE THINGS TO CO-EXIST WITH, YOU
9 KNOW, STAFF, FRANKLY, NOT GETTING TOO STRESSED OUT
10 ALL AT THE SAME TIME.

11 AND I HEAR WHAT YOU ARE SAYING. ALL
12 OF YOU, I KNOW, WANT TO GET TO STAFF DOING WORK
13 RIGHT AWAY. SO, YOU KNOW, FROM OUR PERSPECTIVE OF
14 ASKING STAFF TO DO SOMETHING FOR THE STRATEGIC
15 PLAN AND THEN ALSO TRYING TO MEET YOUR NEEDS, HOW
16 CAN WE DO THAT ALL AT THE SAME TIME?

17 BOARD MEMBER CHESBRO: IF THE STRATEGIES
18 THAT ARE IN LOCAL ASSISTANCE PLAN ARE DIFFERENT
19 THAN THE STRATEGIES THAT ARE IN A STRATEGIC PLAN,
20 THEN WE'RE IN BIG TROUBLE. THEY SHOULD NOT BE
21 DIFFERENT STRATEGIES. IT'S JUST THAT WE'RE

MORE

22 FOCUSED IN CERTAIN AREAS -- WE'RE FOCUSING IT

A

23 LITTLE DIFFERENTLY IN CERTAIN AREAS IN ORDER

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TO

24 HAVE A COHESIVE PROGRAM SPECIFIC DOCUMENT ,

BUT

25 THEY SHOULD BE THE SAME THING .

1 MS. PEDERSEN: WELL, I THINK MAYBE A
2 DISTINCTION IS IS THAT TO BE AT THE LEVEL OF
3 STRATEGIES WE'RE TALKING ABOUT, ACTIVITIES THAT
4 STAFF WOULD DO, AND MAYBE I'M MISUNDERSTANDING
5 WHAT YOU'VE DESCRIBED FOR YOUR COMMITTEE, BUT IS
6 THAT WHAT YOU'RE LOOKING AT FOR MAY IS THE KIND OF
7 ACTIVITIES THE STAFF WOULD DO BECAUSE THEN I THINK
8 WE ARE TALKING ABOUT THE SAME THING. IF IT'S A
9 LITTLE MORE DETAILED ABOUT, YOU KNOW, WHAT WOULD
10 HAPPEN AT YOUR DESK, WHICH IS THE NEXT LEVEL OF
11 DETAIL FROM AN ACTIVITY, THEN THAT'S WHERE I
12 THINK, YOU KNOW, IT'S JUST ADDITIONAL WORK. SO
13 MAYBE YOU CAN SAY MORE ABOUT IT.

14 BOARD MEMBER CHESBRO: I'M NOT WELL
15 VERSED IN THE LEVEL OF DETAIL THAT WILL BE IN
16 EITHER ONE EXCEPT TO SAY THAT THEY'RE NOT TWO
17 DIFFERENT PARALLEL UNIVERSES THERE. THEY SHOULD
18 BE, YOU KNOW, THE SAME PROGRAMMATIC APPROACH AND
19 THERE SHOULD NOT BE ANY CONFLICT BETWEEN THEM, AND
20 IT SHOULD BE, I PRESUME, THE SAME STAFF OR ELSE
21 STAFF THAT SHOULD BE WORKING TOGETHER AND
22 INTEGRATING THEIR EFFORTS WHO WOULD BE DEVELOPING
23 BOTH. AND THAT'S THE WAY I SEE IT.

24 MR. CHANDLER: WELL, I THINK THAT'S FINE.
25 I JUST WANT THE BOARD TO RECOGNIZE THAT WE WILL BE

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1 DOING JUST THAT. WE WILL BE DOING BOTH. WE'LL BE
2 DOING SOMETHING IN THE COMMITTEE LEVEL AND WE'LL
3 BE DOING SOMETHING ON THE SAME TRACK FOR THE FULL
4 BOARD, AND SO WE WILL BE DOING BOTH, AS MR.
5 CHESBRO SAID. AND THAT'S FINE. IF THAT'S HOW YOU
6 WANT TO EXPEND RESOURCES, I WILL DO MY BEST TO
7 DEPLOY THOSE RESOURCES DOING BOTH.

8 CHAIRMAN PENNINGTON: I GUESS WE HAVE TO
9 COME BACK TO WHAT WE ORIGINALLY SAID THOUGH, AND
10 THAT IS THAT WE'RE TRYING TO FOCUS ON THOSE THINGS
11 THAT WE GET THE MOST OUT OF. AND I THINK WE HAVE
12 TO LOOK AT THEM IN TERMS OF THOSE TWO STRATEGIES
13 THAT WE ADOPTED EARLY ON, WE ADOPTED AGAIN TODAY,
14 AND ALONG WITH UNDERSTANDING WHAT THE COST AND THE
15 COST BENEFIT AND WHAT THE STAFF RESOURCES ARE TO
16 IMPLEMENT ALL OF THESE THINGS THAT WE'VE DONE.

17 IT DOESN'T MEAN THAT WE CAN'T BEGIN
18 TO LOOK AT WHAT -- HOW WE'RE GOING TO IMPLEMENT
19 THESE THINGS AND WHAT WE'RE SUPPOSED TO DO. BUT I
20 STILL INSIST THAT WE HAVE TO KNOW HOW MUCH IT'S
21 GOING TO COST US AND WHAT THE STAFF INVOLVEMENT IS
22 AND BEFORE WE CAN JUST START OUT HERE GOING AFTER
23 EVERYTHING WHAT LOOKS GOOD TO US.

24 HOW -- I MEAN I DON'T KNOW -- I MEAN
25 I THOUGHT THAT MR. CHESBRO AND I WERE IN

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1 AGREEMENT, THAT IT'S FINE TO BEGIN TO LOOK AT WHAT
2 YOU WANT TO DO IN THE FRAMEWORK THERE, BUT WE'VE
3 STILL GOT TO GET TO THE POINT WHERE WE KNOW WHAT
4 WE HAVE, WHAT IT'S GOING TO COST US, HOW MANY
5 PEOPLE IT'S GOING TO TAKE, WHAT ARE WE -- ARE WE
6 GETTING ANY BENEFIT OF IT, IS IT SOMETHING THAT
7 WE'RE SPENDING LOT OF STAFF TIME, EFFORT, AND
8 MONEY ON THAT WE'RE GETTING VERY LITTLE DIVERSION
9 FROM, OR IS IT SOMETHING THAT WE -- THAT WE'RE
10 GETTING A LOT OF DIVERSION FROM. I MEAN I THINK
11 THAT'S WHAT WE'RE TALKING ABOUT HERE.

12 I DON'T WANT US TO BE JUST SITTING
13 AROUND PUTTING PLANS TOGETHER, A BOARDWIDE PLAN, A
14 COMMITTEE PLAN, AND A MARKETING PLAN HERE, AND A
15 LOCAL ASSISTANCE PLAN THERE, AND A PUBLIC OUTREACH
16 PLAN WITHOUT IT ALL BEING BROUGHT TOGETHER AT
17 LEAST AND HAVING AN OVERVIEW WHERE WE KNOW WHAT
18 THESE THINGS -- WHAT THE BENEFITS ARE AND WHAT
19 THEY COST US.

20 AND, YOU KNOW, I SOUND LIKE A BROKEN
21 RECORD, BUT WE DO HAVE TO KNOW WHAT IT'S GOING TO
22 COST US AND HOW MANY PEOPLE AND PERSONNEL YEARS
23 AND ALL OF THAT IT'S GOING TO TAKE TO DO IT.

24 CAN'T JUST GO OFF IN A SCATTER GUN FASHION.

25 MS. PEDERSEN: AND I THINK WITHIN THE

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1 STRATEGIC PLAN, WHEN WE COME BACK TO YOU WITH
2 OBJECTIVES AND STRATEGIES, YOU KNOW, I.E., GETTING
3 DOWN TO THE STAFF ACTIVITY LEVEL, THAT'S THE TYPE
4 OF EXAMINATION THAT WILL BE PROVIDED. AND I THINK
5 THAT WHAT I'M HEARING FOR THE TWO COMMITTEES THAT
6 ARE LOOKING AT THE COMPLETE PROGRAMS THAT DEAL
7 WITH THEIR COMMITTEE JURISDICTION, THEY WANT THAT
8 SAME KIND OF EXAMINATION TOO AND PERHAPS SOME MORE
9 INFORMATION AS TO MAYBE THE NEXT STEP OF DETAIL.

10 SO MAYBE WHAT WE CAN DO IS LOOK AT
11 THE STAFF LEVEL OF HOW WE CAN MERGE THOSE TWO
12 ACTIVITIES AND SUPPORT THE KEY PRIORITIZATION THAT
13 WILL OCCUR THROUGH THE STRATEGIC PLAN, AS WELL AS
14 INFORMATION THAT THE COMMITTEES NEED TO HAVE TO
15 UNDERSTAND MORE DEEPLY THE ACTIVITIES THAT THEY
16 WANT TO BRING BACK TO THE BOARD THROUGH THEIR
17 PLANNING PROCESSES.

18 CHAIRMAN PENNINGTON: I SEE NO. 19, THE
19 LAST THING WE TOOK, AND IT SAYS DIRECT THE OFFICE
20 OF PUBLIC AFFAIRS AND DIVERSION PLANNING AND LOCAL
21 ASSISTANCE DIVISION STAFF TO MEET WITH MRS. GOTCH
22 AND CHESBRO'S OFFICE TO BRAINSTORM. I THINK
23 THAT'S WONDERFUL. I THINK YOU DO NEED TO TALK
24 ABOUT HOW WE ARE GOING TO REACH OUT, HOW THIS IS
25 GOING TO BE DONE. BUT IN THE SAME TOKEN, WE HAVE

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1 TO KNOW: IS THIS A MILLION DOLLAR PROJECT OR IS
2 THIS A HUNDRED THOUSAND DOLLAR PROJECT?

3 BOARD MEMBER CHESBRO: THERE'S A VERY --
4 THERE'S A VERY EFFECTIVE CHECK ON THAT, AND THAT
5 IS THAT NO COMMITTEE IS GOING TO ADOPT A PLAN THAT
6 BECOMES A PLAN WITHOUT COMING BACK TO THIS BOARD.
7 AND SO THE BOARD HAS THE ABILITY TO CONSIDER IT IN
8 THE OVERALL CONTEXT. IT'S NOT GOING TO BECOME A
9 PLAN BECAUSE WE HAVE A DISCUSSION IN MAY OF

WHAT

10 THE CONTENTS OUGHT TO BE AT LOCAL ASSISTANCE.

11 IT'S GOING TO BE A PLAN WHEN IT COMES BACK TO
THE

12 BOARD AND THE BOARD AGREES WITH THE COMMITTEE'S
13 RECOMMENDATIONS.

14 CHAIRMAN PENNINGTON: I UNDERSTAND
THAT.

15 BUT YOU CAN'T PUT TOGETHER A PLAN AND BRING IT
TO

16 THE BOARD WITHOUT US KNOWING WHAT THE COSTS ARE
17 AND WHAT THE PEOPLE COSTS ARE. THAT'S WHY IT
HAS

18 TO BE AN INTEGRATED EFFORT.

19 BOARD MEMBER CHESBRO: BUT AFTER 18
20 MONTHS OF DISCUSSION, YOU CAN'T SET IT ON SHELF
21 AND SAY LET'S GO DO A BIG COST ANALYSIS AND

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STOP

22 WORK ON MOVING FORWARD WITH THESE THINGS.

23 CHAIRMAN PENNINGTON: I DON'T THINK

24 ANYBODY'S ASKING TO PUT IT ON THE SHELF. AND I

25 THINK THE 18 MONTHS IS WELL WORTHWHILE WHEN WE

1 HEARD FROM A THOUSAND DIFFERENT IDEAS, WE HEARD
2 FROM PEOPLE ALL OVER FROM THE CITIZENS OF THIS
3 STATE, AND THAT THE STAFF WAS GIVEN AN
OPPORTUNITY

4 TO DO THAT AND YOU DON'T DO THAT OVERNIGHT. I'M
5 AS ANXIOUS AS YOU ARE TO MOVE FORWARD, BUT I
DON'T

6 THINK THAT THE TIME THAT WE HAVE SPENT HAS BEEN
7 WASTED.

8 BOARD MEMBER CHESBRO: I DIDN'T SUGGEST
9 THAT. I'M SAYING THAT WE NEED TO KEEP THIS THING
10 ON TRACK. THAT'S WHAT I'M SUGGESTING.

11 CHAIRMAN PENNINGTON: I'M ALL FOR THAT.
12 I'VE SAID THAT REPEATEDLY.

13 MR. CHANDLER: I THINK WHAT I NEED TO DO
14 AT THIS POINT IS WORK WITH THE CHAIRS OF THE TWO
15 COMMITTEES JUST TO MAKE SURE THAT WHAT I
16 UNDERSTAND THAT WE'LL BE DOING IN APRIL AND MAY
17 FOR THE STRATEGIC PLAN DOES OR DOES NOT MEET
THEIR

18 NEEDS. AND IF THERE'S MORE THAT THEY NEED THAT
19 GOES BEYOND THAT, THEN WE'LL DO OUR LEVEL BEST TO
20 BRING THEM THAT LEVEL OF SPECIFICITY FOR THEIR
OWN

21 COMMITTEE'S JURISDICTIONS. AND HOPEFULLY WE'RE
22 TALKING APPLES AND APPLES HERE, AND WHAT WE

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23 PRODUCE FOR THE STRATEGIC PLAN WILL BRING YOU
THAT

24 LEVEL OF DETAIL THAT YOU'RE LOOKING FOR. IF MORE

25 WORK IS NEEDED, THEN I NEED TO SPEND MORE TIME

1 WITH MS. GOTCH AND MR. CHESBRO TO DO THAT.

2 I JUST WANTED TO MAKE SURE THAT YOU

3 WERE UNDER THE UNDERSTANDING THAT THIS MORNING'S

4 ACTION THAT WE TOOK, YOU DID TAKE A NUMBER OF

5 ACTIONS THAT ARE PARTICULARLY GOING TO IMPACT THE

6 PLANNING DIVISION SIGNIFICANTLY IN THAT I CAN SEE

SOME WORKLOAD IMPLICATIONS THERE. BUT LET ME WORK

WITH THE TWO MEMBERS' OFFICES, AND I'LL HAVE A

BETTER FEEL IF I'VE GOT A GREATER WORKLOAD

CONSTRAINT THAN PERHAPS I'M ASSUMING RIGHT NOW.

CHAIRMAN PENNINGTON: OKAY.

MR. CHANDLER: THANK YOU FOR INDULGING AS

I GOT THAT CLARIFICATION.

CHAIRMAN PENNINGTON: OKAY. ANY FURTHER

DISCUSSION? IF NOT, WE'RE RECESSED UNTIL 9:30

TOMORROW.

(THE MEETING WAS THEN RECESSED AT

12:30 P.M.)

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